MECHANIZED COMPANY/TEAM IN OFFENSIVE OPERATIONS

SUBCOURSE NO. IN0810

EDITION B

United States Army Infantry School
Fort Benning, Georgia 31905-5593

5 Credit Hours

Edition Date: March 1995

SUBCOURSE OVERVIEW

The purpose of this subcourse is to identify the basic information necessary to succeed in a mechanized company team offensive operation. This information includes the division of responsibility among key leaders; command relationship with other units and to establish lines of authority and support; actions used for planning, coordinating, executing, and supervising tactical operations; company team organization; offensive operations in which the company team participates; threat defensive employment; considerations governing the conduct of a tactical movement; movement techniques that allow for the greatest amount of flexibility and security; techniques for night attacks and the attack of strongpoints.

There are no prerequisites for this subcourse

This subcourse reflects the doctrine which was current at the time it was prepared. In your own work situation, always refer to the latest official publication.

When used in this publication "he", "him", "his", and "men" represent both the masculine and feminine gender, unless otherwise stated.

Terminal Learning Objective

ACTION:	Identify the command and control responsibilities; Command and support relationships; troop-leading procedures/operations order; command and control of operations; company team organization and capabilities; offensive concepts, characteristics, and functions; deployment of tanks and mechanized infantry together; Soviet defensive tactics; control measures for tactical movement; movement to contact; conduct of the attack; assault; consolidation and reorganization; limited visibility offense and the assault of strongpoints.
CONDITION:	Given the subcourse material for this subcourse, a training scenario and extracts, as applicable, the student will complete the examination at the end of this subcourse.
STANDARD:	The student will successfully answer 70 percent of the questions on a

multiple-choice based examination for subcourse IN0810 by identifying company team organization and company team in the offensive operations.

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INTRODUCTION

Commanding a mechanized infantry company, or company team, in an offensive operation requires understanding, not only how to command, but what you are commanding and why.

Knowledge of the mission, terrain, troops, and time available (METT-T) factors set the groundwork for the entire battle planning process.

- Understanding your mission involves knowledge of your higher commander's intent and accompanying orders.

- Having an intimate understanding of the way the enemy commander's mind works, enables you to anticipate his next moves, thus putting you one step ahead of him at all times.

- Knowledge of the terrain leading to and surrounding your objective allows you to plan movement techniques and formations with the flexibility you need to maneuver. Knowledge of the terrain also gives you the information necessary to provide adequate protection, cover, and concealment for your men and equipment.

- Planning is driven by the time allotted you to accomplish an objective or complete a mission. Sequencing the events and the time needed for each one to occur is the key to winning on the battlefields.

Along with gaining an understanding of the METT-T factors, this subcourse will teach you the capabilities and limitations of the combat power elements of the mechanized infantry in the attack; conditions and major advantages/disadvantages under either tank or dismounted infantry lead; the troop-leading procedure; time/space factors; the commander's estimate process and major influences on it; the format for preparing an operation plan (order); and capabilities of the enemy motorized rifle battalion in the defense.

Essentially, this subcourse will teach you the factors necessary to lead a mechanized infantry company/unit in the offense.

LESSON 1

COMPANY TEAM ORGANIZATION

TASK

Identify command and control responsibilities, command and support relationships, troop-leading procedures, operations order, and command and control of operations.

CONDITIONS

Given the subcourse material for this lesson, a training scenario and extracts, as applicable, the student will complete the practical exercise at the end of this lesson.

STANDARDS

The student must demonstrate his comprehension and knowledge by understanding command and control responsibilities, command and support relationships, troop-leading procedures, operations order, and command and control of operations.

REFERENCES

FM 71-1
FM 71-2

GENERAL

In this lesson, the division of tasks among key subordinates will be discussed. You will look at the delegation of responsibilities by the commander, and the process of troop-leading procedures. This lesson will also cover the importance of combat orders, and the extreme difficulty in controlling combat operations.

Learning Event 1:
IDENTIFY THE COMMAND AND CONTROL RESPONSIBILITIES OF COMPANY TEAM IN OFFENSIVE OPERATIONS

COMMAND AND CONTROL RESPONSIBILITIES

This learning event focuses on the responsibility among key leaders. Each leader must know his job and how the company team functions while executing its missions. This learning event provides basic guidance on the duties and responsibilities of your executive officer, platoon leaders, company fire support officer, first sergeant, and other key personnel in your company headquarters. At company level, the effective exercise of command and control depends primarily on leadership, training, sound SOPs and drill, the effective use of control measures and good communication techniques.

DUTIES OF KEY PERSONNEL

The Executive Officer. The XO is the second in command. He will take charge of the second most important area or function on the battlefield. This important area will be determined by the commander. The battalion task force operations center will receive continuous routine reports from the XO during battle. Prior to the battle, he must coordinate with his battalion for combat service support. He must be aware of the tactical situation so that he can brief the commander, and be prepared to take over if the commander becomes a casualty. The XO's position during battle is normally well forward, where he will not engage in the actual fight. He is positioned in his assigned armored vehicle in the nearest available overwatch position, so that he can observe, and communicate with both the battalion task force and lateral units.

The Company Fire Support Officer (FSO). The FSO develops a fire support plan, which complements the tactical plan. Once the commander approves the fire support plan, it is forwarded to the fire support element (FSE) at the battalion task force tactical operations center (TOC). He rides with the company team commander, or uses his own fire support vehicle (FSV). The FSO calls for and adjust fires at the direction of the company team commander. He is also responsible for coordinating close air support (CAS).

The Platoon/Section Leaders. The platoon leaders of the mechanized, tank, and attached combat support elements are responsible for training, tactical employment, and logistics of their platoons. Each platoon leader must know how to tactically employ their platoon weapons and know their capabilities. The cross-attached platoon leader must advise the company team commander of his platoon's capabilities and how they can best support the company's mission.

The First Sergeant. The first sergeant assists the commander by performing assigned duties, and advises the commander on enlisted matters. He supervises the company team's administration, precombat inspections, combat service support, maintenance, and training matters. The first sergeant receives CSS reports from the platoon sergeants. Once the operation begins, he will continue coordination with the platoon sergeants and the XO for other requirements. Medical and maintenance personnel are dispatched when required. The first sergeant is normally in charge of the company team combat trains.

The Supply Sergeant. The supply sergeant requests, receives, issues, stores, maintains, and turns in supplies and equipment for the company team. He is in charge of the company team assets in the battalion task force field trains. He brings all required supplies forward to the company team personnel. His immediate supervisor is the HHC commander.

The Nuclear, Biological, and Chemical (NBC) NCO. The NBC NCO assists the commander in planning and conducting NBC operations, and training of the company's NBC teams. He relays NBC reports between the company team and the battalion. He advises the commander on contaminate areas and maintains the radiation status chart. The NBC NCO in a tank company will operate as far forward as the situation will permit with the XO in the XO's vehicle. In a mechanized infantry company, he will normally operate forward, or from the company combat trains.

The Armorer. The armorer assists the supply sergeant when required. He is primarily responsible for the repairs of small arms of the company team. He must be immediately available to repair the company team's small arm weapons.

The Master Gunner. The master gunner is the commander's primary advisor on armored vehicle gunnery training and techniques. One master gunner is assigned to a tank company and a total of four are assigned to an infantry company. The master gunner is an expert on the technical aspects of armored vehicle hulls, turrets, and weapon systems. He may also serve as the company operations sergeant, and the vehicle commander in the absence of the commander. He occupies the gunner's position in the commander's vehicle.

The Tactical Communications Chief (Infantry Companies). The tactical communications chief is responsible for the installation, operation, and maintenance of switchboards, telephones, field wire communications, FM radios, and the distribution of CEOIs. He is well forward with spare parts and test equipment to perform essential repairs and maintenance on all communications equipment. He is normally located with the company team executive officer.

Maintenance Team Chief. The maintenance team chief is attached from the battalion task force maintenance platoon, where he supervises the company maintenance team. He makes decisions on the evacuation of damage vehicles or repairs them in place. In the absence of the first sergeant, he leads the company team combat trains. The maintenance team chief ensures that maintenance team personnel are directed to the locations of damaged vehicles. He manages the maintenance team mechanics, evacuation assets, and keeps track of the tactical situation.

Senior Aidman. The senior aidman is attached from the battalion task force aid station. He supervises the company team medics, and administers first aid to casualties. He assists in training soldiers to perform buddy aid, and giving training to combat trains personnel in handling mass casualties. The senior aidman keeps track of the tactical situation, and advises the first sergeant on the status of casualties and any additional assets needed for evaluation.

Tank Commanders and Squad Leaders. These leaders select and prepare fighting positions, maneuver their vehicles and weapons system. They enforce discipline and take good care of their soldiers.

Soldiers. The individual soldier maintains his equipment and employs his weapon to destroy the enemy. He reports what he sees, prepares for combat and fights. His most important assets are his skills, initiative, character, and how he improvises with minimum assets.

CONCLUSIONS

Various tools have been developed over the years to assist a company commander in executing and accomplishing tactical operations. To ensure his unit accomplishes its missions, a commander must initiate command and control.

Learning Event 2:
IDENTIFY THE COMMAND AND SUPPORT RELATIONSHIP OF A
COMPANY TEAM IN OFFENSIVE OPERATIONS

COMMAND AND SUPPORT RELATIONSHIP

This learning event provides information on units attached or cross-attached to other units. As a commander, you must establish command relationship with other units, a line of authority, and required support to accomplish the mission.

Assigned Elements. These are elements assigned to another unit, and depends on the unit for full support. These assigned elements can either be in the form of a unit, personnel, and equipment. These elements are employed by the commander and supported with company assets.

Attached Elements. These elements are not organic to your company. During employment, your company must provide all logistical support in an operation. At company level, this is the most common command relationship.

OPCON Elements. These elements are employed by the commander but not organic to his unit. Unlike attached elements, an OPCON element may have unique equipment and other sustainment needs, but will not be provided logistical or administrative support by your company.

Direct Support Elements. Direct support element receives all logistical support from the parent unit. This element responds directly to the supported force's request for support.

INFORMAL RELATIONSHIPS

There are relationships other than formal relationships that will exist between units on the battlefield. Cooperation must occur when units are adjacent to each other; occupying the same area; maneuvering through the same area; and are given part of the same task to accomplish. Close cooperation requires coordination. Commanders must talk to each other to know how they can assist in the accomplishment of the mission.

Combat support and combat service support element in or adjacent to the company team's area of operation should coordinate positioning resupply and evacuation of casualties. The executive officer and first sergeant will assist the commander in coordination. Conflicting directives can be clarified by the task force S3 or the commander.

CONCLUSION

At times, sections and platoons, as well as your company, may be attached or cross-attached to other units. The command relationship that you have with other units will assist you and other units in accomplishing the mission.

Learning Event 3:
TROOP-LEADING PROCEDURES FOR COMPANY TEAM IN OFFENSIVE OPERATIONS

This learning event will provide commanders with the necessary tools in planning tactical operations, making sound decisions; and making estimates of the situation. Troop-leading procedures are the commander's basic tools for planning the estimate and the decision making process. These procedures are accomplished concurrently rather than sequentially, where possible. Most of the estimate will fall within step 3 of the troop-leading procedures, and is continuously updated. Troop-leading procedures begins when you receive a mission and ends when you complete that mission. These procedures consist of a series of actions used for planning, coordinating, executing, and supervising tactical operations.

COMMANDER'S (OPERATIONS OFFICERS) ESTIMATE OF THE SITUATION

<u>Receive the Mission</u>. The mission is received as an oral or written order. Usually an advanced notice will be given of a mission in a warning order format. Planning should begin immediately with any available information. Planning should be reversed to allocate time for proper planning. See <u>reverse planning schedule</u> below. Commanders should allocate two-thirds of the available time to their subordinates to do their planning and preparation. The battalion task force orders group have the opportunity to coordinate with other company team commanders and the battalion task force staff. The FSO should accompany you to the orders group so that he can talk to the battalion FSO about the battalion task force fire support plan.

REVERSE PLANNING SCHEDULE

TASKS TO BE COMPLETED	TIME ESTIMATED TO COMPLETE TASK	START TIME	SEQUENCE OF COMPLETION
Cross LD/LD.		0630	9
Conduct passage of lines.	10 min	0620	8
Conduct road march.	20 min	0600	7
Platoon leader time, backbrief, supervise, and implement sleep plan as required.	8 hrs, 20 min	2130	6
Issue oral order with sketch map.	30 min	2100	5
Make decision and complete plan.	1 hr, 30 min	1930	4

Conduct reconnaissance with XO, platoon leaders, and FSO, and conduct liaison with units as required.	2 hrs, 30 min	1700	3
Make tentative plan.	30 min	1630	2
Issue warning order/update as required.	Now	1600	1

<u>Issue Warning Order/Begin Preparations</u>. A warning order includes, as a minimum, the situation, such as mission type (attack, delay, defend or withdraw). Start time of the operation, and the time and place you will issue your OPORD. The warning order should be issued as soon as possible. Precombat checks and any additional information that will assist your unit in preparing for the mission. As additional information becomes necessary. Follow-up information or a warning order should be given to your unit.

<u>Make Tentative Plan</u>. To reach a tentative plan, you continue your estimate of the situation. As a minimum, you will analyze the situation according to the factors of METT-T. From this analysis, you will develop possible courses of action. At this point, you may not have enough information to decide which course of action is best to take. Graphic control measures, based on your map reconnaissance, may support your courses of action. Discussing the estimate of the situation with your subordinates will assist them in getting to work on their plans.

<u>Start Necessary Movement</u>. Based on the tentative plan, it may be necessary to begin movement immediately or initiate other preparations. As this plan is developed, additional warning orders, FRAGOs, or movement instructions may be issued. Company SOPs should establish procedures to alert the unit for movement and to report readiness. When attaching and detaching, the following items must be coordinated:

- Time and place of linkup.
- Recognition of signals.
- Call signs/ frequencies/secure variable.
- Company team SOP.
- Tactical situation.
- CSS status and requirements.

<u>Reconnoiter</u>. The commander, platoon leaders, company XO, company FSO, and a security element will conduct a leader's reconnaissance on the terrain where the operation will be conducted. The first sergeant and platoon sergeants will supervise the company team's preparations. The reconnaissance will be as extensive and detailed as possible. If time is not available to do a good physical reconnaissance, a map reconnaissance must be conducted. The purpose of the reconnaissance is to continue the estimate

process, confirming or denying the tentative plan. A reconnaissance must be organized and based on a plan. As a leader, you may task subordinate elements with reconnaissance mission to gain information and to assist you in your decision making process. In the platoon's area of responsibility, they may reconnoiter:

- Cover and concealment.

- Observation and fields of fire.

- Obstacles (natural and man-made).

- Key terrain.

- Avenues of approach (friendly and enemy).

- Vehicle positions (primary, alternate, and supplementary).

- Routes the company team will use.

- Fire control references (TRPs and EAs).

- LD and phase lines (if they can be seen).

- Terrain to the company's flank and rear, especially along boundaries.

- Danger areas.

- Known or suspected enemy locations.

Complete the Plan. At this stage, all available facts have been gathered. You have analyzed and compared alternate courses of action and decided on the best course of action. Information gained from the reconnaissance operation, finalization of the concept of operation and other detailed information can be consolidated and completed. You must take actions to compensate for any disadvantages associated with the course of action. All plans should be kept as simple as possible, so that your subordinates understand your intent as well as the task you want them to accomplish. Your plan should be flexible enough to enable you to react quickly and effectively to all changing situations. Your plan should be organized according to the five-paragraph format. Organization under this format will ensure items are covered in the OPORD, or the FRAGO, together with your SOP. These items are:

- Fire support plan (with company FSO).

- Obstacle plan.

- Coordinating instructions.

    - Chemical protection measures (MOPP level, decontamination sites)

    - Coordination with adjacent units (front, flank, and rear).

    - Coordination with higher headquarters.

    - Coordinate with battalion for additional support assets if required.

    - Attached units.

- Combat service support.

- Communications.

- Command and control measures (graphic).

To assist you and your subordinates in completing and executing your plan, use the <u>sample matrix</u> below. This matrix is designed to replace a verbal order with an overlay, sketch, or terrain model. It will also aid the company commander in developing and executing the order. The <u>matrix</u> will provide subordinates with information of the commander's intent, and how he intends to execute the offensive mission.

FIGURE 1. COMMANDER'S INTENT/OFFENSIVE MATRIX.

① SECRET (FOR TRAINING ONLY)
(CLASSIFICATION)

② 021200Z FEB
DATE/TIME

③ TASK ORGANIZATION (CHANGES ONLY) 3 PLT/522 ENG CO

④ MISSION: A COMPANY ATTACKS 030600Z FEB TO SEIZE OBJECTIVE GREEN (MB 4471)

⑤ COMMANDER'S INTENT: I WANT TO MOVE IN WEDGE FORMATION TO THE VICINITY OF CP 7 WHERE WE WILL OVERWATCH THE ENGINEERS WHILE THEY BREACH THE MINEFIELD. 2D PLATOON WILL OVERWATCH. AS 1ST, THEN 3D PLATOONS MOVE THROUGH THE LANE AND ASSAULT OBJ GREEN ON LINE.

EVENT ⑦ / UNITS ⑥	CO TM ⑧	FSO ⑨ ENGR ⑩	1ST PLT ⑪	2D PLT	3D PLT	OTHER ATTACHED
AA TO LD	COLUMN / MOVE	WITH CDR / WITH 1ST PLT	LEAD / TRVL	FOLLOW ENGR / TRVL	TRAIL / TRVL	
LD TO CP7 / ORIENT ON	WEDGE / OBJ GREEN	FIRE CA 0012 / CLEAR LANE GRD MB 411778	CENTER / TRP 8 OW ENG	LEFT / TRP 10 OW 1ST PLT	RIGHT / TRP 11	
CP7 TO OBJ GREEN	LINE / ASLT OBJ GREEN	FIRE PREP / FOLLOW 1 PLT	LEFT LEAD / ASLT WEST SIDE OF GREEN	OW FROM CP 2 / SUPPRESS OBJ GREEN	RIGHT FOLLOW 1ST PLT / ASLT EAST SIDE OBJ GREEN	
OBJ GREEN / ORIENT	CONSOLIDATE / NORTH	REG FPF / EMP AP MINES IN DRAW MB 443 765	EAST FLANK OBJ GREEN / TRP 16	WEST FLANK / TRP 17	CTR OF OBJ GREEN / TRP 21	
CALL SIGN ⑫ / FREQ	C 71 / 54.40	C 54 / B 37	T 91 / 40.00	M 91 / 40.55	T 91 / 58.55	

MOPP LEVEL: ⑬	CDR WITH: ⑮	FA CALL SIGN	MORTAR CALL SIGN ⑱	CO TMS LOCATION ⑲	EMERGENCY SIGNALS ⑳
4	1ST PLT	T7Q 43	P5H 43	MB 383721 THEN MB 444710	GREEN STAR CLUSTER – LIFT PREP FIRES
RES: 50 cGy	ADA ⑯ STATUS: YELLOW TIGHT	FREQ ⑰ 33.00	FREQ 46.25		

OTHER INFO: ㉑
(Codewords) STARLIGHT – OBJ SECURED
(Priority for Resupply): AMMO, THEN FUEL, THEN FOOD/WATER TO 1ST PLT, 3 PLT, 2 PLT, ENGR, HQ's

Table 1 will provide input to the above matrix.

TABLE 1. KEY TO EXECUTION MATRIX.

1. CLASSIFICATION: NORMALLY "SECRET" OR "SECRET FOR TRAINING ONLY."

2. DATE TIME: DATE AND TIME THE COMPANY ORDER IS ISSUED.

3. TASK ORGANIZATION: ONLY CHANGES FROM THE LAST OPERATION OR COMPANY SOP ARE LISTED.

4. MISSION: COMPANY TEAM MISSION STATEMENT. THIS BLOCK TELLS WHAT, WHO, WHEN, WHERE, AND THE REASON AN OPERATION WILL OCCUR. ALL ESSENTIAL TASKS TO BE ACCOMPLISHED ARE ADDRESSED.

5. COMMANDER'S INTENT: THE COMMANDER'S CONCISE SUMMARY OF MISSION AND CONCEPT WHICH CAN BE EASILY GRASPED.

6. UNITS: LISTED ACROSS ARE ALL SUBORDINATE UNITS THAT NEED THE ORDER.

7. EVENTS: THIS ALSO MIGHT BE CALLED "TASKS" OR "ACTIONS." IT DIVIDES THE OPERATION INTO LOGICAL SEGMENTS WHERE SIGNIFICANT CHANGES IN THE SCHEME OF MANEUVER ARE ANTICIPATED.

8. CO TM: THIS TELLS WHAT THE COMPANY TEAM IS DOING AND HOW OR WHERE.

9. FSO: THIS BLOCK TELLS WHAT THE FSO IS DOING. IT MAY BE EXPRESSED AS HIS LOCATION (9A), OR HIS ACTIONS (9B).

10. ENG: THIS ENTRY IS ONLY APPROPRIATE WHEN ENGINEERS ARE ATTACHED, OPCON, OR DS TO THE COMPANY TEAM. THIS BLOCK TELLS WHAT THE ENGINEERS DO. IT IS EXPRESSED AS A LOCATION ON THE GROUND (GRID COORDINATES) OR IN THE COMPANY FORMATION (10A), OR THE ACTIONS (10B).

11. OTHER UNITS: SEPARATE COLUMNS ARE USED FOR EACH SUBORDINATE UNIT. OTHER ATTACHMENTS SUCH AS THE SCOUT PLATOON, MORTAR PLATOON, ADA SECTION, AND SO FORTH. EACH COLUMN DESCRIBES WHAT THE UNIT IS DOING. IT MAY DESCRIBE LOCATION (11A), FORMATION OR METHOD OF MOVEMENT (11B), OR ORIENTATION (11C).

12. CALL SIGN AND FREQUENCY: A REFERENCE THAT SHOULD SHOW WHAT THE CALL SIGNS AND FREQUENCIES ARE FOR EACH UNIT AT THE TIME THE OPERATION WILL COMMENCE. SINCE THE FSO AND ENG ARE ON THE COMPANY COMMAND NET, THEIR CALL SIGNS HAVE BEEN GIVEN; THE ENGINEER PLATOON FREQUENCE COULD ALSO HAVE BEEN INCLUDED.

13. MOPP LEVEL: MISSION ORIENTED PROTECTIVE POSTURE LEVEL, EXPRESSED AS Ø THROUGH 4.

14. OEG: ORGANIZATION EXPOSURE GUIDANCE: EXPRESSED cGy.

15. CDR WITH: TELLS WHERE THE COMPANY COMMANDER WILL LOCATE AT THE BEGINNING OF THE OPERATION.

16. ADA STATUS; EXPRESSED AS A COLOR (RED, YELLOW, WHITE) AND A WORD (FREE, TIGHT, HOLD) WHICH DESCRIBES THE THREAT CONDITION AND RELATIVE FREEDOM TO ENGAGE AIRCRAFT.

17. FA CALL SIGN/FREQUENCY: THE CALL SIGN AND FREQUENCY THAT FIRES MAY BE REQUESTED, IN VOICE, WHEN NEEDED. THIS BACKS UP THE FSO IF HE IS INCAPACITATED. IT IS NORMALLY THE QUICK FIRE FREQ AS FOUND IN THE SOI.

18. MORTAR CALL SIGN/FREQUENCY: THE VOICE NET THAT ANSWERS CALLS FOR FIRE FROM THE TASK FORCE MORTAR PLATOON. NORMALLY THE MORTAR FDC NET IN THE SOI.

19. COMPANY TRAINS LOCATION: INITIAL AND SUBSEQUENT PLANNED LOCATION FOR THE COMPANY TEAM COMBAT TRAINS.

20. EMERGENCY SIGNALS: ANY EMERGENCY SIGNAL, PYROTECHNIC OR SOUND, NOT COVERED IN THE COMPANY SOP.

21. OTHER INFO: ANY ADDITIONAL COORDINATING INSTRUCTIONS NOT COVERED IN OTHER PARTS OF THE MATRIX. COULD INCLUDE CODEWORDS, PASSWORD AND COUNTERSIGN, PRIORITY OF ARTILLERY OR MORTARS, PRIORITY OF RESUPPLY, AND SO FORTH.

ABBREVIATIONS:

TRVL = TRAVELING

OW = OVERWATCH

TRVL OW = TRAVELING OVERWATCH

BNDG OW = BOUNDING OVERWATCH

TRIP 3 = ON ORDER, ORIENT ON TRP 3

CP 2 = ON ORDER, OCCUPY CP 2

FIGURE 2. AXIS OF ADVANCE.

Note: PREP and FPF Fire Control Measures have been deleted for clarity.

The axis of advance and location of preplanned targets during the offensive operation are given in the above figure.

To assist you and your subordinates in completing and executing your plans for defense, a defensive matrix on the commander's intent and other information is provided at [Figure 3](Figure%203).

Issue the Order. You should issue the order at the time and place stated in the most recent warning. If possible, issue the order overlooking the terrain on which the operation will be conducted. If this is not possible, use any aids that can help your subordinates visualize the terrain. Some aids that can assist are maps, overlays, sand tables, terrain tables, and terrain sketches. Before starting the order, make sure everyone has copied the operation overlay and matrix and oriented their maps properly. Discuss your intent and concept of the operation by appointing a word picture of how you visualize the upcoming operation, to include contingencies and the company's reaction to those contingencies. Make all subordinate leaders understand how their mission fits in the overall scheme of maneuver and support your intent. Before concluding the order, have your subordinates repeat back to you the critical instructions you gave them.

Supervise. After you have issued your orders, your subordinates will use the time remaining to complete their troop-leading procedures. As these preparations are underway, you should supervise your subordinates as they carry out your instructions. Give them a reasonable amount of time to execute their orders, then check them by a combination of briefbacks, rehearsals, and inspections.

Briefbacks consist of your subordinates briefing you on their plans after they have conducted their reconnaissance and completed their estimate of the situation. This should be done before they issue their orders, which gives you a chance to modify their plans if you need to. Always allow your subordinates the time to make the required modifications and don't make them wait for your approval to issue their orders. You may want briefbacks individually or together as the situation allows; generally it is better to have all leaders brief back at one time. This allows you to make essential changes to the operation and conduct final coordination with all key leaders at one time. Don't forget to include your XO, FSO, and first sergeant in this process.

Rehearsals. Practice the critical actions your unit takes to accomplish the mission. You conduct rehearsals to make sure your unit can accomplish these actions given its state of training, the orders you have issued, and the terrain and weather conditions you expect to encounter.

FIGURE 3. COMMANDER'S INTENT (DEFENSIVE MATRIX).

① SECRET (FOR TRAINING ONLY)
(CLASSIFICATION)

② 07:00Z FEB
DATE: TIME

③ TASK ORGANIZATION (CHANGES ONLY) 3 PLT/512 ENG CO

④ MISSION: BE PREPARED TO DEFEND BP 101 NLT 080500R FEB

⑤ COMMANDER'S INTENT: I WANT TO KILL THE COMBAT RECON PATROL IN EA HURT. WE SHOULD BE ABLE TO DESTROY 2-4 VEHICLES OF THE FORWARD SECURITY ELEMENT IN HURT. THE REST OF THE FSE WILL BE DESTROYED IN EA KILL.

⑦ EVENT \ ⑥ UNITS	CO/TM	FSO ⑧ / ENG	1ST PLT	2D PLT	BFV'S 3D PLT	OTHER DISMOUNT ATTACHED INF
OCCUPY POSN / ORIENT	BP 101	OP 1 / OP 2 / 8a	22 / EA HURT WEST TRP 00Y	67 / EA HURT	42 / EA KILL	STRONG POINT 99 / EA KILL
PREPARE POSN / ORIENT	BP 101	REG FPF CA2212 / 9b	27 / EAST OF TRP DOORS	61 / EA HURT EAST OF TRP BODY		
RECON	BP 103	OP 2 / 33 / BLOCK ROAD	33	42	99 FOR LINK-UP	
TARGET PRIORITY EA HURT / EA KILL	TANKS / BMP	DPICM - HURT DPICM AND HE KILL	TANKS ENGINEER TANKS BMP INFANTRY	TANKS ENG TANK 2SU	BMP ENGINEER	BMP DISMOUNT INF
EXECUTE OBSTACLE		PRIORITY TO STRONG POINT 99 THEN TO A19	A19	A18		STRONG POINT 99
CALL SIGN ⑫ / FREQ	C 71 / 54.40	C 54 / B 37	T 91 / 40.00	M 91 / 40.	P 91 / 53.55	
MOPP LEVEL: ⑬ 4	CDR WITH: ⑮ 1ST PLT	FA CALL SIGN ⑰ T2Q 43	MORTAR CALL SIGN ⑱ DSH 43	CO TNS LOCATION ⑲ HB	EMERGENCY SIGNALS ㉓	
RES: ⑳ 50 cGy	ADA STATUS: YELLOW TIGHT	FREQ 33.00	FREQ 46.25	983781 THEN MB	GREEN STAR PARA FIRE FPF	

OTHER INFO: ㉑
(Codewords) LONGHORN - FIRE FPF
(Priority for Resupply) - 3D, 2D, 1ST, ENGR.

Sketches of the defensive matrix, and how it is executed, is provided at Figure 4.

FIGURE 4. DEFENSIVE MATRIX (CONTINUED).
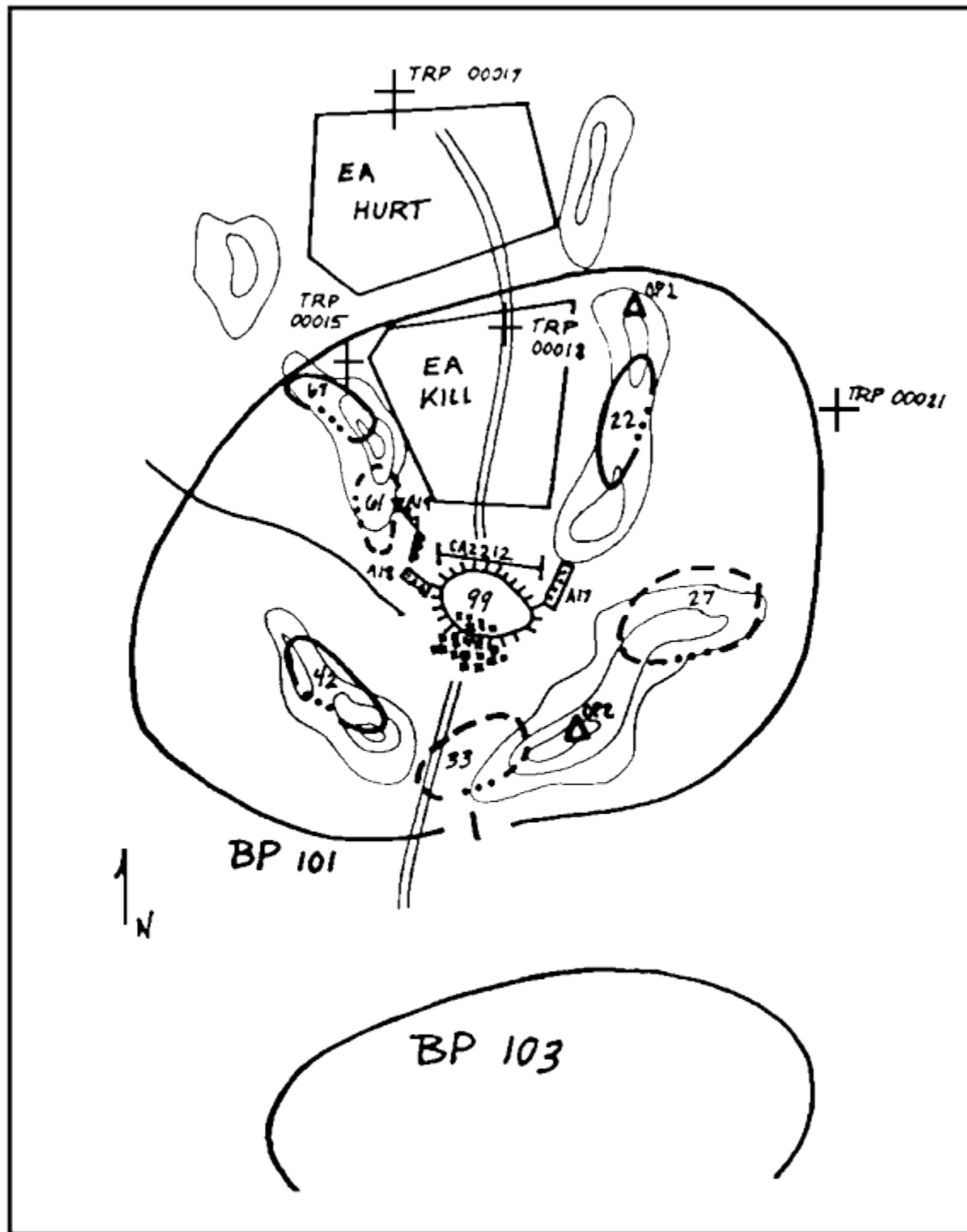
There are several ways to conduct rehearsals. One way is to conduct an exercise with the entire company team. This method is most frequently used when preparing for a complex mission and time is available to conduct the rehearsal in a secure area. Examples of such missions are an assault breach of a strongpoint position or a deliberate defense of battle positions. Always try to conduct full rehearsals, especially when you receive an attached platoon that you have not worked with before. Another technique is to conduct the exercise at reduced intervals and speeds. This technique is most often

desirable when space is limited, or you want to crawl initially. A third technique is to conduct the rehearsal with key leaders. This rehearsal may be done either mounted or dismounted. Another variety of this method is to conduct the rehearsal on a terrain model or sand table.

When conducting rehearsals, emphasize those events that trigger different contingencies. This helps your subordinates understand your intent. Go over fire support as well as maneuver during the rehearsal. Practice what targets will be fired, when they will be fired, and who is responsible to call for and adjust them. Rehearse backup procedures in case the leader responsible to call for and adjust a mission becomes incapacitated.

Inspections are carried out by physically checking to see what is being done. An operational checklist may be helpful as a memory cue to you and your subordinates. This checklist is part of your unit SOP. Your company checklist should use the same general format as the platoon checklists. If you require your platoons to turn in their checklists at a specific time, it will give you a snapshot look at your company. For example, you may want such a report halfway through your preparation time to gauge your progress and perhaps redirect your priority of tasks. Filled-in checklists ARE NOT a substitute for your personal inspection of preparations. It isn't necessary for you to conduct a formal inspection to check on the progress of your platoon's preparations. Just look and see what is being done. You can often tell how well your NCOs have done their precombat checks by simply walking through your positions. Talk to your soldiers. They'll tell you how much information has filtered down to them and what they have done to get ready for the next mission.

When you spot deficiencies, correct them. Remember that on-the-spot corrections give you the chance to train your subordinates and reinforce the chain of command. When something is obviously wrong, bring it to the attention of the man in charge and make him fix it. The following list of indicators may assist you in inspecting the preparations of your unit:

- Do soldiers know what the company is doing and where they fit into their platoon leader's plan?
- Do the soldiers know what visual signals, call signs, and frequencies are being used? How about challenge and passwords?
- How well are your fighting vehicles prepared to move? Can you see soldiers using preventive maintenance checklists to conduct before-operations checks? Are camouflage nets up or down?
- Are fighting vehicles in positions where they can boresight and complete their prepare-to-fire checks?
- What has been done with the ammunition boxes used for resupply? Are they disposed of properly, still waiting to be opened, or broken open in a pile?
- Are vehicle load plans being enforced?
- Are soldiers wearing their equipment properly?

Coordination is another necessary task while you and your chain of command are supervising your unit's preparations. Responsibility for coordination is generally the same as for establishing communications: higher or lower, rear to front, and left to right. Use your XO, first sergeant, and other

leaders to help you in completing the coordination necessary to accomplish the mission. Some critical items which require coordination are:

- Adjacent units to tie in flanks and provide mutual support. Planned maneuvers and security such as OPs and patrols must be coordinated.

- Overwatch, battle handover, and passage of lines: exchange routes, fire plans, and recognition signals.

- Engineers to confirm obstacle locations and ensure they are covered by fire.

- ADA and GSR to make sure their positioning does not give away the team's position, that they support the company team with air defense protection and information on likely avenues of approach, and to make sure their leaders know when and how the company team will move.

- The battalion S2 for reconnaissance and surveillance plans.

- The battalion S4 for CSS plans to include LRP locations, UMCP, aid station, prestocks, combat trains, and decontamination sites.

ESTIMATE OF THE SITUATION

The estimate of the situation is your basic problem-solving tool. It helps you make sound decisions by developing the most effective solution to a tactical problem with the time and information available. Although the estimate of the situation follows a logical, sequential format, you generally don't have time to conduct a formal, in-depth analysis on the battlefield. Memorize the format of the estimate and the planning tools contained in this section until they are instinctive to you, so that you can make a sound decision quickly. The key word, METT-T, summarize the facts bearing on the tactical problem at hand. It stands for mission, enemy, troops, terrain (and weather), and time available. METT-T represents the input into the estimate process. During mission analysis and analysis of the situation, you analyze these factors in relation to each other, given the facts available. When facts are not available to continue the estimate, you must make logical assumptions based on your experience and knowledge. The purpose of this analysis is to form conclusions, or deductions as to how these factors influence your courses of action. Analyze the mission in relation to the enemy and the terrain, the enemy in relation to your own troops and the time and space available, and so on.

Based on your deduction, you use the estimate to develop alternate courses of action. You analyze each course of action and attempt to visualize the outcome. Then, you compare the outcome of each course of action to see which is best. The last step is to make a decision. The decision is the output of the process and forms the concept of the operation.

Every time you make a decision, you should use the estimate process. Obviously, you will repeat it many times before and during a tactical mission. You will consistently update your estimate based on new METT-T information that becomes available, and use the estimate to modify decisions.

A detailed description of the estimate process is given below:

<u>Analyze the Mission</u>. The company team's mission consists of the primary task, or task to be accomplished and the purpose to be achieved. The mission will also include any constraints on your action. It contains elements of who, what, when, where, and why. How the mission will be accomplished is found in paragraph 3 of the OPORD. The purpose of a mission analysis is to enable you to fully understand the assigned mission. You must be able to identify specified and implied tasks. Identify and understand all tasks that are conditional to your success. To do this, identify what must be accomplished and in what sequence. Specified tasks are stated in the following portions of the battalion task force order:

- Battalion task force mission statement.

- Scheme of maneuver.

- Specific instructions.

- Coordinating instructions.

- Execution matrix.

- Operations overlay.

Implied tasks are additional tasks that may not be stated, but are required to accomplish the mission. Implied tasks are not routine or inherent tasks that must be performed to accomplish the mission, such as refueling and rearming which are a matter of SOP. Responsibilities such as providing flank security for the company or clearing an area of enemy forces are inherent implied tasks and should be addressed in paragraph 3 of the OPORD. Having identified the specific and implied tasks that are essential to the mission accomplishment, you place those essential tasks in your restated mission. This becomes the first consideration in your estimate of the situation and paragraph 2 of the company OPORD.

The battalion commander will articulate the mission so that you fully understand his intent and the intent of the brigade commander. Intent as a minimum will convey why the task force has been given its mission, the results expected, and in broad terms how the task force commander visualized achieving those results. Intent is important because of the confusion and communication problems associated with combat. The intent must be articulated by commanders at every level and understood two levels up. Commanders should always keep the intent simple, clear, and specific. If you cannot tell your men what you want in a sentence or two, then rethink your mission. An example of commander's intent follows:

I INTEND TO DEFEND BATTLE POSITION 50 UNTIL WE CAN DESTROY THE ADVANCE GUARD OF THE 1ST ECHELON BATTALION.

<u>Analyze the Situation</u>. You will analyze the situation by gathering information about the terrain, enemy, time, and troops. The battalion S2 conducts the intelligence preparation of the battlefield (IPB). The products of the IPB are as follows:

- Event/situation template.
- Terrain analysis.

- Weather data.

- Intelligence annex to the OPORD.

- Priority intelligence requirements and intelligence collection tasks.

Terrain analysis is an examination of the military aspects of the terrain and their effects on friendly and enemy capabilities to move, shoot, and communicate. Weather analysis should be done concurrently with terrain analysis as it has major impact on operations.

The military aspects of terrain include the five factors of OCOKA:

O - Observation and fields of fire.

C - Cover and concealment.

O - Obstacles.

K - Key terrain.

A - Avenues of approach.

- (O) Observation and fields of fire. Terrain and vegetation affect capabilities of friendly and enemy forces to observe one another and engage each other with direct-fire weapons. Dead space must be identified and covered with sensors and/or indirect fire. In the offense, however, dead space may assist in the movement of friendly forces. Terrain affording good observation and fields of fire should be selected as potential overwatch positions. In the defense, fields of fire may have to be constructed or improved by cutting down trees, power lines, and vegetation. Intervisibility (the ability to see, unobstructed, from one point to another) is another factor of observation and fires. In the defense, battle positions must be selected so that the friendly forces' fields of view and fires overlap.

  When planning your operations, particularly in defensive operations, you may wish to determine a profile of your area of operation. A profile is helpful in determining visibility (defiles), identifying areas that are hidden, and planning for earth moving (engineer work).

- (C) Cover and concealment. Cover is protection from enemy fire. Concealment is protection from enemy observation. Ideally, a position will have both. Cover and concealment are essential in providing your company protection against direct and indirect fires, and in deceiving the enemy about your location and intentions. Advances in technology, such as thermal sights, have affected the availability of concealment. When you use routes or occupy positions where cover is not available, consider the capability of thermal sights to see through foliage and during limited visibility conditions.

- (O) Obstacles. Obstacles are natural or man-made restrictions of two basic types--tactical obstacles and protective obstacles. Tactical obstacles are employed to reduce the enemy's ability to maneuver, mass, and reinforce; and to increase his vulnerability to fires. Individual obstacles are designed to produce one of four primary functions in order to accomplish this--to disrupt, to turn, to fix, or to block. Protective obstacles are a critical part of force survivability. Obstacles

must be observed and targeted by direct and/or indirect fire. The following are examples of existing obstacles:

- Canals.

- Swamps.

- Dense forests.

- Built-up roads.

- Railroad beds.

- Deep, steep-sloping ravines.

- Common cities and towns.

- Rivers.

The following are examples of reinforcing obstacles,

- Minefields.

- Tank ditches.

- Abatis.

- Tank wall.

- Road craters.

- Barbed wire.

- (K) Key or decisive terrain. Key terrain is that terrain which, if controlled by a force, affords an advantage. Decisive terrain is that which, if controlled, offers a decisive advantage to the owner. Key or decisive terrain could be a dominating hill overlooking the low ground, a major road junction, or even a river or stream crossing site. Key terrain must be controlled by friendly forces, fire, obstacles, or the relative positioning of friendly forces. Key terrain dominates, controls, or influences avenues of approach.

- (A) Avenues of approach. Avenues of approach are air or ground routes of an attacking force of a given size (platoon, company, battalion, and so forth) leading to its objective or key terrain in its path. Avenues are evaluated in terms of their--

  - Potential to support maneuver (trafficability and space).

  - Access to the terrain and adjacent avenues.

  - Degree of canalization.

  - Cover and concealment.

  - Observation and fields of fire.

  - Obstacles.

- Ease of navigation.

- Trafficability.

- Maneuver space.

The following are general characteristics of mounted, dismounted, and air avenues of approach:

- Mounted avenues of approach:

    - Open, firm ground with little or no vegetation.

    - Slopes not greater than 45 percent.

    - No waterlogged soil (swamps, bogs, stream banks, or rain-soaked areas).

    - No trees 8 to 10 inches in diameter, with less than 5 meters separation.

    - Streams must be less then 3 meters wide and 1.5 meters deep with rocky bottoms.

- Dismounted avenues of approach:

    - Moderately wooded areas with passable slopes (no cliffs).

    - Trails and roads through densely wooded areas.

    - Built-up areas.

    - Fields with grown-up vegetation.

- Air (high performance) avenues of approach:

    - Wide valleys with landmarks easily recognized from the air.

    - Road networks.

- Air (helicopter) avenues of approach:

   - Narrow valleys with hills and wooded areas as backdrops.

Avenues of approach may contain mobility corridors and cross-compartments. Mobility corridors are areas within the avenues of approach that permit movement and maneuver. They are generally open areas with good routes for rapid movement and mutual support. When obstacles, either existing or reinforcing, cross an avenue of approach, they form lines of resistance called cross-compartments.

As you analyze avenues of approach, your mission will determine the dimensions of the area you need to analyze. Study the S2's terrain analysis to determine the overall terrain conditions in the battalion task force area of operations. Next, analyze the terrain that influences your mission. Mark out the existing obstacles to mounted and dismounted movement. Existing obstacles are classified as either SLOW GO or NO GO terrain for mounted and/or dismounted movement. NO GO terrain requires special equipment or engineer support to cross. SLOW GO terrain hinders movement to a lesser degree. It does not require special equipment or engineer support to cross, although such support may be used to enhance mobility. When depicting NO GO and SLOW GO terrain on an overlay, mark the

NO GO terrain in dark red and SLOW GO terrain in light red or orange. Cross-hatching may also be used to differentiate between NO GO and SLOW GO terrain as shown in Figure 5.

FIGURE 5. MOBILITY CORRIDORS.
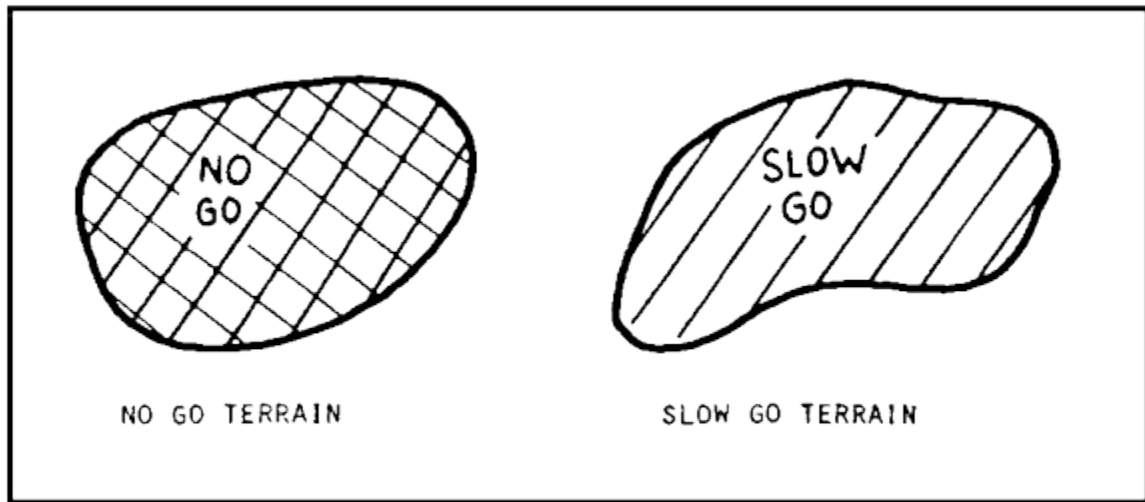
The next step is to identify mobility corridors for battalion, company, and platoon formations. Use the battalion/company/platoon information below to determine the size of the element that can deploy along each mobility corridor. Figure 6 shows an example of how it is done.

Battalion	Company	Platoon
1,000 meters to 2,000 meters	500 meters to 1,000 meters	100 meters to 200 meters

FIGURE 6. MOBILITY CORRIDORS (CONTINUED).
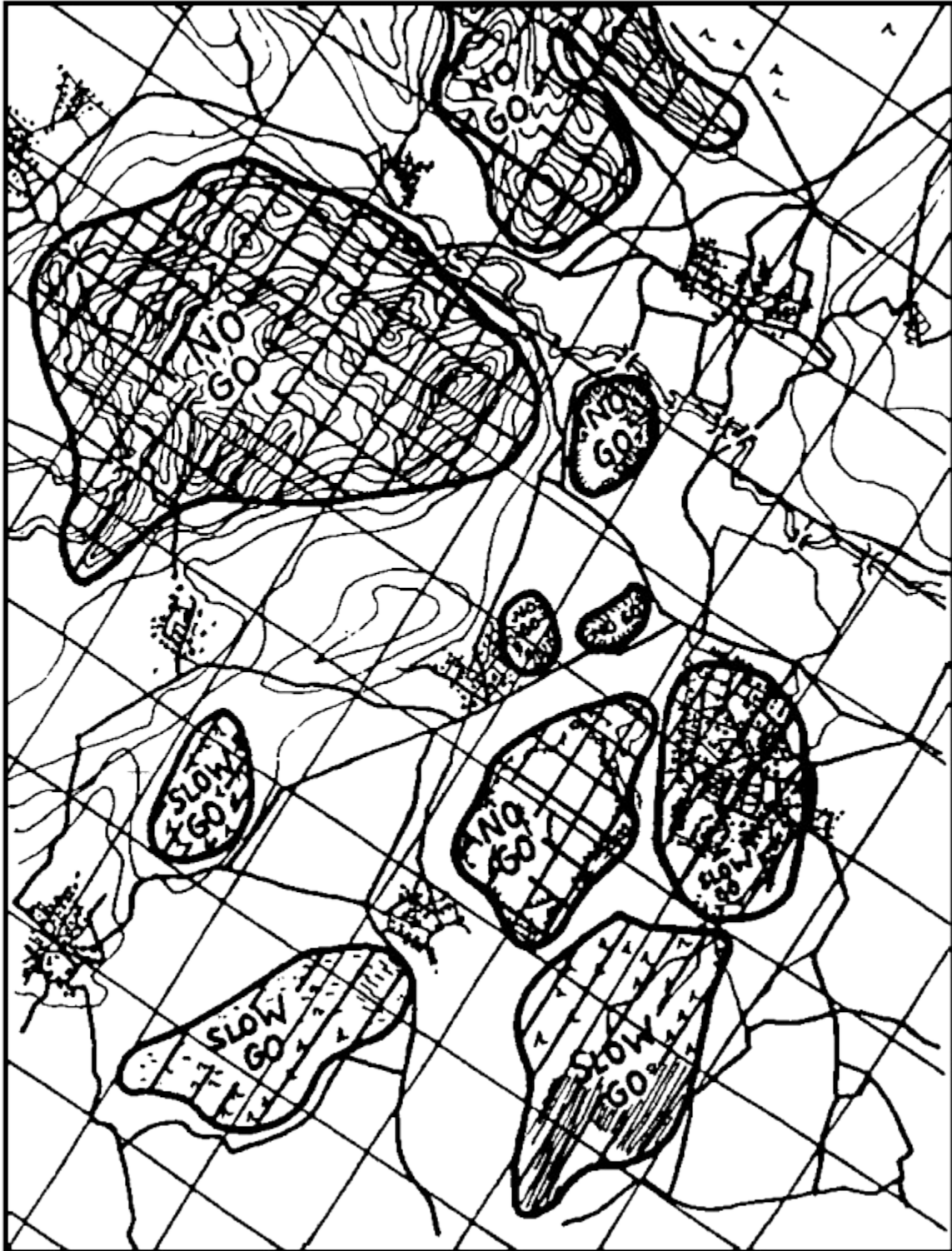
Now you are ready to identify the avenues that your forces and the enemy can use to maneuver. This enables you to estimate alternate courses of action available to you and the enemy commander. When analyzing enemy avenues of approach, use your knowledge of the enemy's doctrine, and your common sense to form reasonable deductions.

Two parallel platoon mobility corridors could form a company avenue of approach as long as they are consistent with the company's frontage. A single platoon mobility corridor could accommodate a company in column although it could not properly deploy into attack formation. Obviously, a commander who used such an approach would be taking a risk. However, you shouldn't ignore even the smallest mobility corridor in your planning.

Draw the avenues of approach that you have identified in red or blue depending on whether they are friendly or enemy avenues. Place the unit symbol of the size and type of unit that can use the avenue where it starts. Label each avenue with a number, code word, or letter. An example of this method is shown in .

Mark Avenues of Approach by Size/Type of Unit. Even the best planned attack of an armor force can be stopped by unexpected adverse affects of nature. An armor force attacking up a steep hill, for instance, can be stopped by ice. Weather affects terrain, equipment, visibility, and soldiers. Snow, dust, humidity, and temperature extremes all impact on human efficiency and limit the utility of weapons and equipment. Soldiers tend to seek shelter and neglect tasks that expose them to the elements. Poor visibility makes local security more difficult and decreased trafficability impedes maneuver. Generally, inclement weather favors the attacker, even though mobility and command and control are degraded. Defending troops are likely to be less alert and weapons will not be as effective. An attacker can more easily close with, isolate, and destroy a defending force during limited visibility conditions. The following is a summary of weather effects.

ELEMENT	EFFECTS ON
Temperature	Soldier, Gunnery, Equipment
Barometric Pressure	Gunnery
Humidity	Soldier, Equipment
Precipitation	Soldier, Trafficability, Equipment
Visibility	Observation
Light Data	Observation

FIGURE 7. MARK AVENUE OF APPROACH BY SIZE/TYPE OF UNIT.
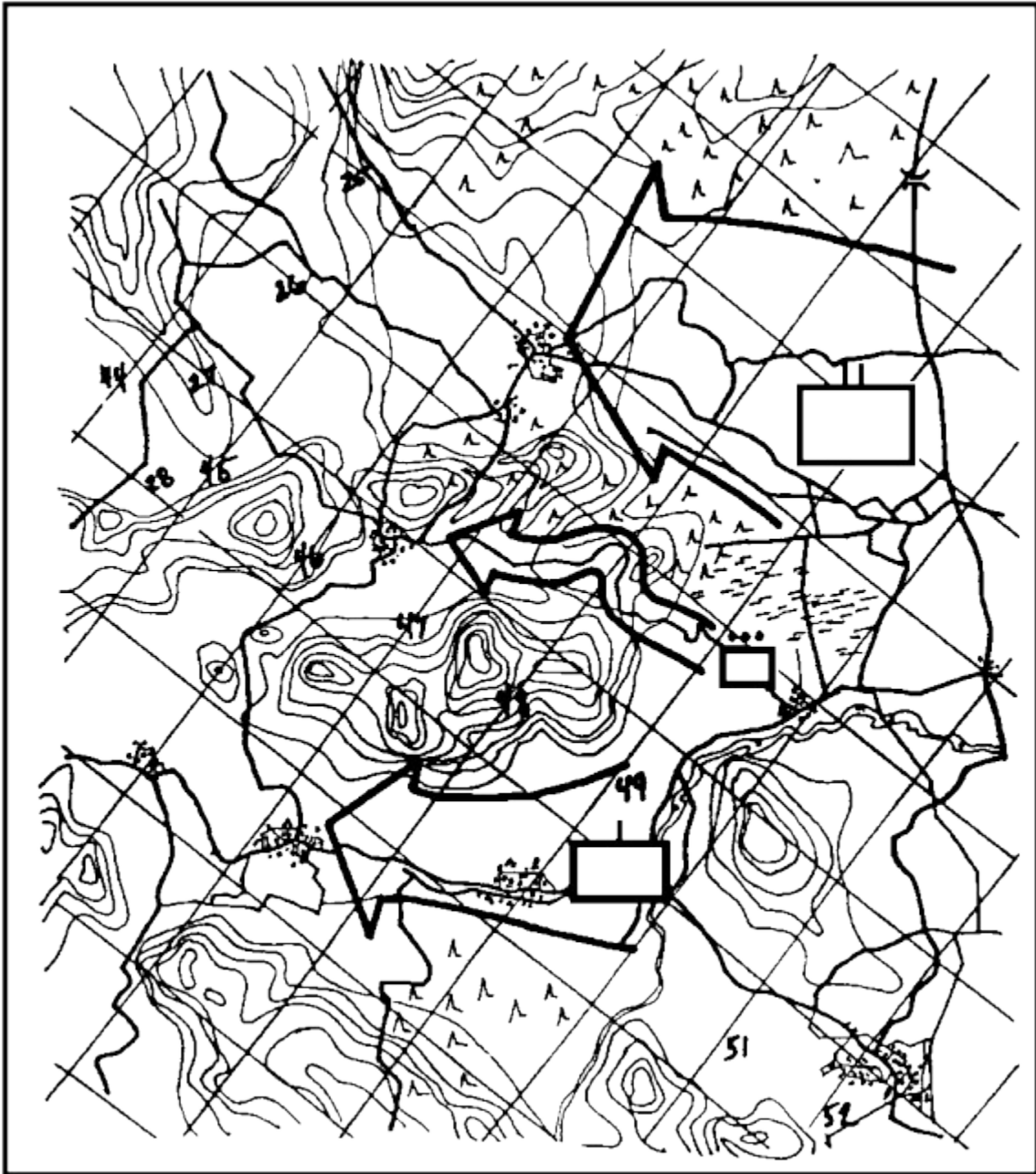
The completion of the terrain and weather analysis assists in developing courses of action.

Enemy forces are analyzed to determine their composition, disposition, and most probable course of action. During step 3 of the estimate process, use the enemy's most likely courses of action to wargame against our courses of action. When not in contact at company level, most current information about the enemy is provided by the battalion S2. Once contact with the enemy has occurred, you and your fellow company team commanders will have more information than the S2. He can analyze only what you and others report to him. Specifically, you are interested in the following information:

- What is the enemy's composition, strength, and capability?
- What is the enemy's disposition, what avenues of approach support his tactics and size?

- How long has the enemy been in his current location?

- If he is defending, how are his forces arrayed, where are his kill zones?

- Does he have reserve forces and where are they?

- What tactics will he use and what are his courses of action?

- Has the enemy employed chemical agents, nuclear weapons, or electronic warfare?

  - What are his chemical capabilities?

  - If he has used NBC, what degree of success has been achieved?

The S2's IPB often will provide many of the answers to the questions listed above. Templating enemy forces on the terrain will provide clues to the enemy's disposition and courses of action.

Templating combines your analysis of the enemy and the terrain. Take what the enemy's doctrinal template says he will do and compare it to the terrain. A doctrinal template is the normal pattern of positions for the enemy's forces without considering the terrain. Examples of doctrinal templates that reflect enemy tactics are contained in Chapters 3 and 4. Study and memorize these templates.

With the doctrinal template firmly in mind, you are ready to do a situational template. Modify the doctrinal template to fit the enemy's strength and the terrain available to him.

Put yourself in the enemy commander's shoes. What would you do if you were in his position? From this analysis, you should be able to deduce two or three possible enemy courses of action. Prioritize these courses of action from most likely to least likely. The following are examples of enemy courses of action that you might encounter in defensive mission:

- Course of action A--most likely. The enemy will attack in two echelons with one company on AA1 and one company on AA2. If his first echelon is stopped, he will conduct a dismounted attack on AA3 with the second-echelon company.

- Course of action B--least likely. The enemy will conduct a meeting engagement using AA1 as a march route. The CRP will attempt to use AA3 to bypass our defenses. The FSE will attempt a hasty attack on AA1. If the FSE is stopped, the battalion main body will attack on AA2 and AA3 with a company on each avenue.

Time and Space. Time is the critical factor that drives planning and execution. You receive your first indication of the available time from the battalion warning order. The time the company has to execute or be prepared to execute the mission determines the detail of planning. You analyze time in relation to the tasks to be accomplished and the space to be covered by movement. When analyzing the tasks to be accomplished, a reverse-planning schedule is a useful tool, especially when the operation is time phased, involving scheduled fires. When using this method, you start with your first objective and plan backwards through each intermediate objective or task to the beginning of the operation (such as the LD).

Another technique is used when the operation is controlled by events rather than time-phased. In this case, estimate the time for each task independently to get an appreciation for the length of time each task will take. Some considerations of time are:

- Time for subordinates to prepare and disseminate orders.
- Movement times from assembly areas or present positions to SP, RP, sectors, battle positions, attack positions, or lines of departure.
- Estimate time from crossing the line of departure to seizing the objective or specific key terrain, and sequencing of units and events associated with it.
- Length of time key terrain must be held.
- How long the company will have to consolidate and reorganize before an enemy counterattack.
- How long it will take the enemy to decide and react.
- How your time estimate schedule will be affected by imposing varying levels of MOPP.
- Speed of execution may take priority over security. Operations and formations will be adjusted accordingly.

Time/Distance Formula. The time/distance formula is used to calculate movement time of friendly forces, movement time of enemy forces, and engagement times (windows). The time/distance formula is: T=D/R (T=Time, D=Distance, and R=Rate of March). Example: If your unit must move 1 kilometer or .6 miles and your rate of march is 17 kilometers per hour, or 10 miles per hour, it will take you: T=1/6 of an hour or .06 hour. The number of minutes is equal to 60 x .06 or 3.6 minutes. Apply the time/distance formula using the size of the area where targets will be exposed for a particular distance (for example: field 1 kilometer wide) and rate the movement speed expected by the threat forces.

Troops Available. You must know what troops, equipment, and combat support, and combat service support you have at your disposal. The basic question you must answer is, "Do I have enough to accomplish the mission?" Compare your force to the enemy's considering the terrain and space in which you have to operate.

Make sure you have the correct status of your unit. As a minimum, you need to know--

- Numbers of weapon systems (tanks, BFVs, rifle teams).
- Availability of critical weapons based on mission requirements.
- State of training and discipline.
- Physical condition and degree of fatigue in the soldiers.
- The state of unit morale and its effect on both mission accomplishment now and in the future.
- How the platoons have performed on past missions, to include any special capabilities the platoons might have.

- Location and disposition (amount of movement required by platoons to assembly and move to the location of the operation).

- State of maintenance and supply.

- Available support from other company teams. Will another company team support the attack by fire? Can disengagement be covered by another company?

- Combat support assets available to the company and those in support; their status, location, capabilities, and mission. Are indirect fires available? Does the company team have priority of fires from mortars or artillery, a priority target or FPF?

- Combat service support available (can battalion push critical supplies forward? How far is the MSR and collection points? Is air MEDEVAC available?)

- The effects of the weather on your men and equipment.

<u>Develop Courses of Action</u>. With the information you have received, you will develop at least two courses of action based on the restated mission. Courses of action represent possible solutions to the accomplishment of the mission. They basically answer the questions who, what, when, where, and how. Courses of action, although stated in general terms, are formulated in sufficient detail to distinguish one from the other and, together with a sketch, provide a basis for a flexible analysis.

You probably don't have enough troops to meet all of the requirements without maneuvering some or all of your force. Devise at least two ways to counter the enemy's capabilities with sufficient numbers of tanks, BFVs, and/or rifle teams.

The analysis of a course of action will identify the advantages and disadvantages. The criteria for your evaluation of a course of action are broken into three groups: mission accomplishment, principles of war and AirLand battle imperatives, and significant factors identified during wargaming. Your analysis is best accomplished by wargaming each course of action. In addition to comparing courses of action, the wargaming process will lead you to the identification of decision points.

Wargaming is a disciplined and orderly approach to the analysis of a course of action. It is a conscious attempt to visualize the flow of a battle when given the friendly course of action, an enemy's course of action, and a piece of ground. It represents an attempt to foresee the action, and reaction, and counteraction dynamics of a battle, realizing that the enemy is not passive but will try to thwart and circumvent your actions.

As you wargame your actions versus the enemy's actions, think about the following:

- How the enemy is likely to react to your actions.

- What actions you should take to counter the enemy's reaction.

- How much risk you take with each of your actions.

- When you must trigger each action to achieve the desired results (identify the trigger points).

- Which enemy actions provide clues to his course of action.

- When you must commit yourself to a course of action (identify the decision points).

- How you could shift to another course of action if the enemy takes a less likely course of action.

Decision points are points in time and space where you are required to make a critical decision. Decision points give you a point of reference during the execution of an operation. General Patton stated it clearly in 1941 when he said, "It is a mistake to make a decision too early, and it is a mistake to make a decision too late." Decision points, therefore, take into account the time required to make a decision.

Decision points are based on an in-depth analysis of the military aspects of terrain and enemy doctrine. At company level, they include any area where the company becomes more vulnerable to the enemy's actions. Examples of danger areas are choke points, streams/river-crossing sites, large open areas (kill zones), cross compartments, and areas of suspected enemy occupation. If chemical weapons have been used, any low ground may have a higher concentration and duration of chemical agents.

Company actions that can be triggered by a decision point are:

- Execute direct or indirect fires.

- Change in movement technique.

- Formation change.

- Overwatch position established.

- Establish breaching teams.

- Use of smoke.

- Reconnaissance by fire (direct and indirect).

- Move to supplementary positions.

Trigger points take into account the lead time necessary for your unit to react. This is related to the control measures you establish and the instructions you give to your subordinates. For example, you might use a phase line or a set of TRPs as a reference to initiate direct fires or a specific maneuver. Other control measures that could be used as trigger points are: checkpoints, TIRS, objectives, and engagement areas. Trigger points are normally related to specific events or enemy actions. Examples: "When we cross PL RED, we will enter a wedge formation" or, "When the enemy crosses between TRPs 305 and 307 1st and 2d Platoons will initiate TOW missile fires."

Compare Courses of Action. In order to determine the best course of action, you must compare all courses of action. The comparison is based on the products of your analysis, including factors of METT-T and wargaming each course of action. You may often be comparing the courses of action in your mind even before you have formally stated them. A technique of comparison that you may use is shown in Table 2. This matrix allows you to use the plus and minus system. You may want to develop this further by weighing a particular element. Weighing can be done with additional plus (+) or minus (-) marks or a numerical value system.

The decision you make on the best course of action forms the basis of your plan and must be made logically. Having compared all available courses, one course should stand out as the best choice.

After deciding on a single course of action, you will pursue the planning and execution until events or information (received) changes your estimate of the situation.

Having decided on a single course of action, you begin refining the course of action into a plan that can be executed by your company. The tentative plan will serve as the basis of your operations order. The operation order format provides a valuable tool ensuring you have provided enough detail in your plan. The technique you may use is to first establish your maneuver graphics, sequence each event (based on your wargaming), and portray this on your maneuver overlay.

TABLE 2. SAMPLE COMPARISON MATRIX FOR OFFENSIVE OPERATION.

ADVANTAGES COURSES OF ACTION				DISADVANTAGES COURSES OF ACTION		
1	2	3		1	2	3
___	___	___	USES OBSERVATION AND FIELDS OF FIRE TO BEST ADVANTAGE OR TO ENEMY DISADVANTAGE	___	___	___
___	___	___	CONTROLS KEY TERRAIN EARLY	___	___	___
___	___	___	AVOIDS OBSTACLES	___	___	___
___	___	___	USES COVER AND CONCEALMENT BEST	___	___	___
___	___	___	USES BEST AVENUE OF APPROACH	___	___	___
___	___	___	EXPLOITS TRAFFICABILITY TERRAIN	___	___	___
___	___	___	USES EFFECTS OF WEATHER TO BEST ADVANTAGE OR TO DISADVANTAGE	___	___	___
___	___	___	ACHIEVES CONCENTRATION	___	___	___
___	___	___	ACHIEVES SURPRISE	___	___	___
___	___	___	ACHIEVES SPEED	___	___	___
___	___	___	HAS FLEXIBILITY	___	___	___

Learning Event 4:
IDENTIFY COMBAT ORDERS

This learning event is designed to give you the minimum information needed in an operation order. This information is not all inclusive. Depending on the mission you receive and the situation, additional information may be added or deleted.

Combat Orders

It is important as a company team commander that you understand the task force commander's concept of the operation and the task force operations order, and relay it to your soldiers in a logical, understandable manner. This is done through combat orders.

A combat order is how you transmit future missions to your soldiers. At company team level, these combat orders will normally be given orally, because of the lack of time available. As a company team commander, you will use three types of combat orders:

- The warning order.

- The operations order (OPORD).

- The fragmentary order (FRAGO).

Warning Order

A warning order is used to notify your company team of an upcoming action. It is an oral or written message. You will immediately issue a warning order when you receive and analyze a mission from battalion. This will allow your soldiers time to prepare themselves and their equipment for combat. Even though the order is brief, it must contain as much of the following as possible:

- Brief discussion of the situation.

- Mission.

- Time of the operation.

- Earliest time of movement.

- Any specific instructions (attachments/detachments).

- Time and location where the OPORD will be delivered.

There is not a prescribed format for the warning order, however, the following is a suggested format:

- Addresses: Identify to whom the order pertains.

- Warning Order: The order should begin with the words WARNING ORDER to make sure all understand what it is.

- Nature and Time of Operation: Use enough detail to allow your subordinates to set priorities and begin preparing. State the mission, if known.

- Earliest Time of Movement: If possible, you should give the earliest time of movement to the company. This will help them set priorities by the time sequence.

- Special Instructions: Special instructions should include change in task organization, MOPP level, coordinating instructions, or any other necessary instructions not given elsewhere in the order.

- Time and Place: Give the time and place the OPORD will be given.

- Acknowledgement: Request acknowledgement from subordinate to ensure they received and understand the order.

Upon receiving the warning order, platoon leaders should prepare their own warning order to issue to their subordinates.

Operation Orders

As a company team commander, you will issue an OPORD to your subordinates to provide them with the essential information required to conduct the operation and convey the commander's intent. The OPORD is issued orally at the company level and follows the five-paragraph field order format. The format will help you gather your thoughts and ensure that all required information is presented in a logical manner. The OPORD should be issued using an overlay, execution matrix, and sketch map or terrain model whenever possible. See OPORD overlay.

FIGURE 8. OPORD OVERLAY.
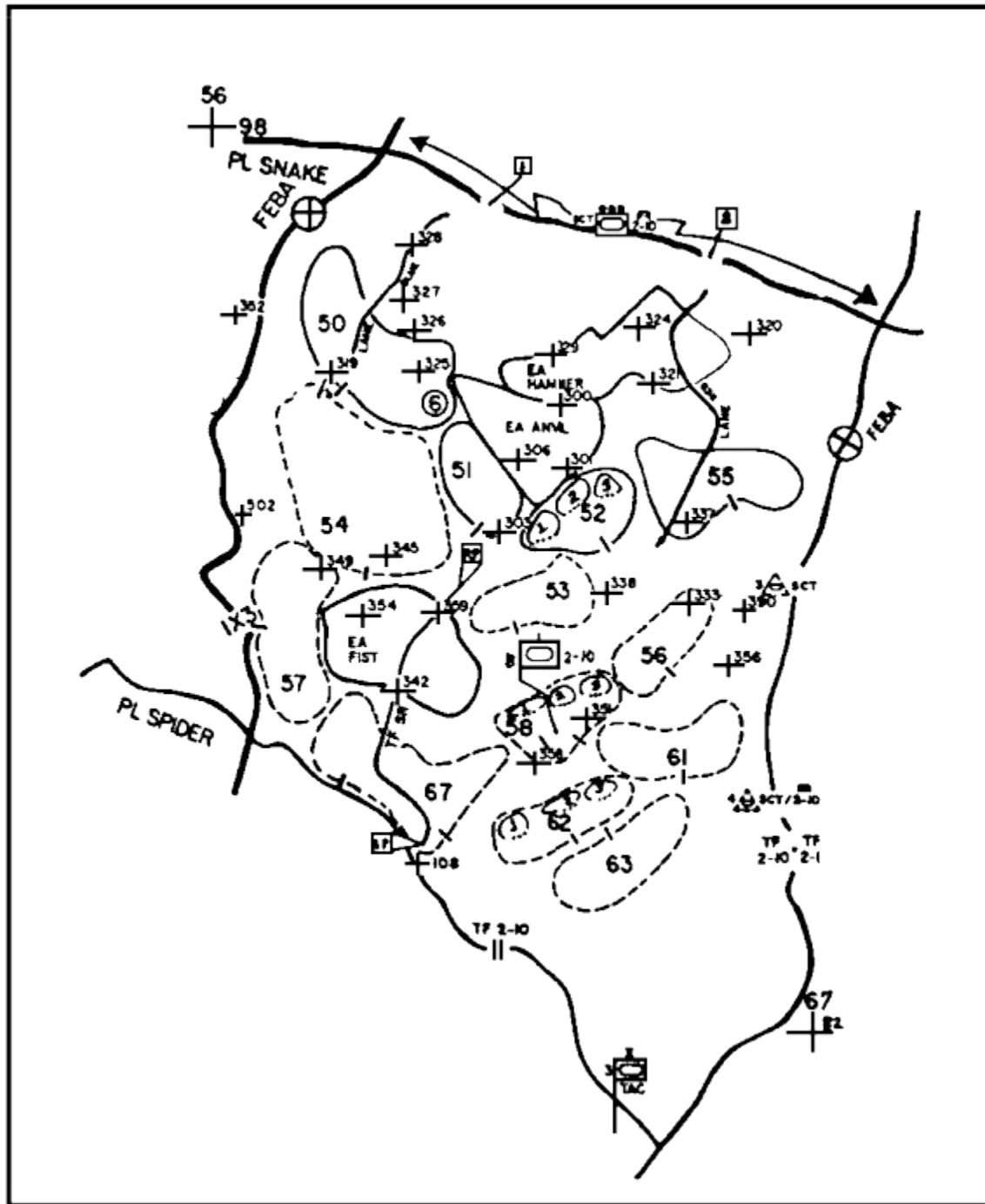
SAMPLE FIVE-PARAGRAPH FIELD ORDER:

TASK ORGANIZATION.

1. SITUATION.

a. Enemy Forces. The enemy forces paragraph provides information about the enemy, weather, and terrain that is vital to your mission. This information includes as much of the following as possible:

- Location of enemy forces.

- Strength.

- Type of equipment.

- Enemy's capabilities.

- Enemy's most probable course(s) of action.

- Weather and terrain.

b. Friendly Forces. As a minimum, this paragraph should include:

- Mission of next higher level commander.

- Intent of the next higher commander.

- Higher commander's scheme of maneuver.

- Mission of unit on the immediate left.

- Mission of unit on the immediate right.

- Mission of any units issued by your higher commander that are essential to the operation (counterattack force).

- Supporting or reinforcing units available.

c. Attachments and Detachments. List all company team attachments and detachments and the time they become effective. If this information was given in the task organization paragraph, this paragraph is not needed.

2. MISSION. The mission statement is a clear, concise statement of your essential tasks and addressees who, what, when, where, and why.

3. EXECUTION.

a. Intent. Explain what you are trying to do. A statement of your intent should be short and crisp--not more than three or four sentences.

b. Concept of the Operation.

(1) Maneuver. In this subparagraph, you describe how you visualize the battle being fought. Your description must be a clear, concise visualization of the scheme of

maneuver. This subparagraph must leave subordinates a framework in which to operate without further guidance if necessary.

(2) Fires. The scheme of fires to support the overall concept of the operation is placed in this subparagraph. Some items that may appear in this subparagraph are:

- Priority of fires.

- Priority targets.

- Indirect-fire target engagement priorities.

- Your specific responsibilities for executing designated targets.

- Indirect fire restrictions.

- Illumination.

- Preparatory fires (time/duration).

- Close air support.

- Employment of nuclear and chemical fires.

- Final protective fires (FPF).

(3) Intelligence and Electronic Warfare. This subparagraph contains information on the use of patrols and OPs.

(4) Obstacles, Mines, and Fortifications. This subparagraph contains information on engineer efforts to support overall scheme of maneuver. Priority of support (main effort) and priority of effort (mobility, countermobility, survivability). Work effort of organic assets is also included.

c. Specific Instructions/Subunit Missions. List all maneuver units that are under your command, even if they have no additional specific tasks that need to be identified.

d. Tasks to Combat Support Units. This paragraph describes those specific tasks that must be accomplished by combat support units and are not specified or implied elsewhere. Combat support units are listed in the same order in which they appear in the task organization paragraph.

e. Coordinating Instructions. This paragraph lists information or tactical instructions that pertain to two or more elements. This is the last subparagraph of paragraph 3. Items that may appear are:

- Critical times (SP, LP, checkpoints).

- Formations to be used.

- Order of march.

- Route of march.

- Alternate routes.

- Control measures including passage lanes, passage points, contact points, identification.

- MOPP level.

- Actions on contact.

- Actions at danger areas.

- Rehearsal time and place.

- RES.

- Inspection times and place.

- Rules of engagement.

- Special reports or information requirements.

- Air defense warning and weapon control statuses.

4. SERVICE SUPPORT.

a. General. This paragraph provides instructions on the location and general movement of your company team trains.

b. Material and Service.

(1) Supply. Addresses the specific classes of supply as required. All supply information that is not SOP is placed here. Examples are:

- Priority of resupply.

- Resupply points.

- Rations to be used.

- Location of task force combat and field trains.

(2) Transportation. Information on the location of supply routes, logistic release points (LRPs), and priorities on the routes.

(3) Services. Instructions for evacuation of KIA, water points, and other services.

(4) Maintenance. Instructions on recovery and evacuation of battle-damaged vehicles and maintenance priorities and procedures. Location of the task force UMCP.

c. Medical Evacuation and Hospitalization. The location of the task force aid station and any special procedures for evacuation of WIAs and wounded EPWs.

d. Personnel. Instructions on the handling of EPWs, replacements, and priority of manning replacements.

e. Civil-Military Cooperation. Information on civil affairs (curfew, host-nation support, and so forth) and psychological operations in support of civil affairs.

f. Miscellaneous. Any information or instructions not previously covered are mentioned here.

5. COMMAND AND SIGNAL.

a. Command. This paragraph includes any special instructions not covered by SOP, including:

- Your location.

- Location of the XO.

- Location of task force commander.

- Location of task force main command post.

- Succession of command.

b. Signal. All communications instructions, if not in the SOP are placed here. Items covered include:

- CEOI index and edition.

- Listening-silence instructions.

- Challenge and password.

- Antijamming frequency.

- Antijamming code words.

- Special signals (star clusters, flags, and so forth).

FRAGMENTARY ORDER

FRAGOs contain missions of immediate concern to your subordinate elements and are used to adjust to rapidly changing battlefield conditions. They are normally issued orally at the company team level. You use FRAGOs when the time does not permit a complete OPORD, or when a change to an existing OPORD is necessary. There is no specific format for the FRAGO. To ensure understanding, the five-paragraph field order format is useful. Only the information required for your subordinates to accomplish their mission is given.

FRAGOs are issued in a timely manner. They are brief and concise, relaying the commander's intent and concept.

EXAMPLE WARNING ORDER:

WARNING ORDER:

ADDRESSEES: XO, Plt Ldrs, FSO, 1SG.

TIME OF OPERATION: NLT 301800Z Oct 19--.

NATURE OF OPERATION: Prepare to defend BP 52. Orders Group B with quartering party to move along Route Bear at 0100 to BP 52. XO to move remainder of company along Route Bear IAW task force movement plan.

EARLIEST TIME OF MOVE: SP 300500Z OCT 19--.

TIME/PLACE ENTIRE ORDER IS TO BE ISSUED: BP 52 (ES 625913), AT 300300Z OCT 19--.

ATTACHMENTS/DETACHMENTS: None.

ACKNOWLEDGEMENT:

SAMPLE ORAL ORDER: This is an example of a company commander's oral operations order for the defense of BP 52 as part of TF 2-10's defense in sector. Company B, 2-10 Armor is composed of a tank company base with three tank platoons (M1). From a vantage point located at platoon BP 52-2 (6291 grid square), the company commander issued this order to his orders group:

"Okay men, we are located here at BP 52-2, grid ES623913, facing north."

See sample oral order below.

CO/TM/TRP ORAL OPORD EXAMPLE FORMAT:

TASK ORGANIZATION.

1. SITUATION.

    a. Enemy Forces.

        (1) Recent Activities.

- The TF is facing elements of the 73d MRD, consisting of 181st MRR, 199th MRR and the 129th MRR.

- All three regiments are equipped with T-64 and T-72 tanks; BMP or BTR and normal support assets (arty, ADA, eng, atk hel, AT).

- Enemy has been attacking for three days and will use airmobile and attack helicopters in task force rear especially vic Sinking Creek Hill (ES5985) and Garfield (ES5681).

- Enemy has nuclear and chemical capability with FROG or MRL.

FIGURE 9. SAMPLE ORAL ORDER.

(2) Enemy Disposition/Composition in Task Force Zone.

- 85 percent strength; morale good.

(3) Most probable course of action. Enemy will attack in our TF sector with one regiment. We can anticipate seeing one MRB followed by a second MRB.

(4) Weather/Terrain. Temperature is 78 degrees, BMNT 0420, sunrise 0435, sunset 1850, EENT 1905. Heavy rain recently has reduced trafficability of roads. No rain or fog predicted for the next two days.

b. Friendly Forces.

Higher. TF 2-10 will defend in sector form ES57968 to ES656921, 301000Z Oct 19--, assist passage of CF units and accept battle handover and o/o counterattack to defeat the enemy forward of PL Spider. Task force commander wants to strip away enemy recon to confuse and blind the enemy as to our fighting positions. The enemy will then be surprised in our engagement area. The critical event for the task force is the defeat of the enemy attack on EA FIST.

Left. TM D or on west (left flank) defends from BP 50, and o/o defends from BPs 54 and 57. TM A/2-95 also to our west defends BP 51 and o/o defends from BP 53 and 67.

Right. Co C/2-95 (-) on our east (right flank) defends from BP 55 and o/o defends from BPs 56 and 61.

Forward. 1-201 ACR conducts covering force operations to our front; they will withdraw to an assembly area vic Garfield (ES5681) to refit and rearm.

Rear. TF 2-95 Mech (-) reinforces 1/201 ACR. After withdrawal of CF, defends BP 31 and becomes the brigade reserve. On order, they attack enemy airmobile forces landing in the brigade rear areas.

Scouts. Our scout platoon is screening between the TF and the CF and will occupy contact points 1 and 2. Upon their withdrawal, they will establish OPs 3 and 4.

Mortars. Battalion 4.2-inch mortar platoon is in GS to our TF. They are located initially in E8612943 and will displace to subsequent positions o/o.

Eng.

ADA.

CAS. The TF has CAS on call.

2. MISSION. Co B def BP 52 (ES627914) 301800Z OCT 19--, assist passage of the CF and accept battle handover along PL SNAKE. On order, defend BP 58 (ES623877), BP 62 (ES645870), and counterattack to destroy the enemy in EA FIST.

3. EXECUTION.

a. Intent. I want to destroy any enemy recon vehicles in EA Hammer. The enemy will probably deploy his lead MRB to push through EA Hammer and enter EA Anvil. I want to destroy at least two MRCs in Anvil. However, if the enemy gets eight or more vehicles past TRPs 306-301, we will displace to BP 58 and continue the fight.

b. Concept of the Operation.

(1) Maneuver. We will initially defend BP 52 with 1st plt at 52-1, 2d plt at 52-2, and 3d plat in 52-3--all oriented on EA ANVIL. The scouts will coordinate and assist passage of the CF and TM Mech will guide the CF down Lane Red. When the scouts and the CF are clear, we will engage the enemy. The trigger point is when their lead vehicles reach TRP 300. 1st and 2d plts engage tanks, mobility-enhancing equipment, and BMPs. 3d Plt hit C3 BMPs and ADA. We will destroy the two lead MRCs from this position. If the enemy gets eight vehicles past TRPs 306-301 (breakpoint), we will displace to BP 58. Sequence of movement is 3d, 2d, and 1st in that order. We will conduct internal overwatch. For the specific locations and orientations, look at the execution matrix. At BP 58, we counterattack by fire into the eastern half of EA Fist, thus supporting TM Mech's counterattack by fire and maneuver. On order, the TF will counterattack IAW brigade counterattack plans.

(2) Fires. Scouts will have initial priority of fires, o/o Co B, Tm A, Tm D, and Co C 2-95 (-), respectively. Within the company, priority is to 3d Plt, then 1st and 2d. We have no priority targets. Indirect fires will be used to slow the enemy initially, then assist destruction during the counterattack. Smoke will be used to assist moves to subsequent positions. There are no restrictions at this time. All TRPs are recorded as artillery targets.

c. 1st Plt. Occupy BP 52 (1). Orient on TRP 306. (BB 4034) Prepare BP 58 (1). Orient on TRP 354. (BB 4038) Recon BP 62 (1).

d. 2d Plt: Occupy BP 52 (2). Orient on TRP 330. (BB 4040) Prepare BP 58 (2). Orient on TRP 359. (BB 4039) Recon BP 62 (2).

e. 3d Plt: Occupy BP 52 (3). Orient on TRP 329. (BB 4028) Prepare BP S8 (3). Orient on TRP 359. (BB 4027) Recon BP 62 (3).

f. Air Defense: AD warning status: Yellow. Weapons status: Tight.

g. Obstacles, Mines, Fortifications: Platoons authorized to emplace hasty protective minefields in front and to flanks of platoon BPs. Mines and obstacles must be marked, recorded, and guarded if they cut roads or trails.

h. Coordinating Instructions:

(1) Recon routes, report to me NLT 1400 tomorrow, here.

(2) XO move with 2d Plt.

(3) 1SG locate with company combat trains initially ES633902; move to BP 63 on order.

(4) FSO locate with me.

(5) MOPP level: MOPP 1 in effect until 300415Z Oct 19--, then MOPP 2. All sleeping personnel in MOPP 2. Monitor at all times. Chemical paper mounted on vehicles.

(6) OEG Rate: 80cGy.

(7) PIR--report any.

(a) 2d echelon elements.

(b) Attempts by enemy to break contact.

(c) Enemy MOPP status.

(8) Rehearsal Times and Locations: 1400 hours tomorrow, here.

4. SERVICE SUPPORT.

a. General.

(1) Co Cbt Tns loc is on BP 58 (ES633902).

(2) Co Fld Tns loc with TF Fld Tns.

(3) TF Cbt and Fld Tns loc ES588874 o/o ES601840 Fld Tns ES645713 w/BSA, o/o move with BSA.

    b. Material/Services.

        (1) Class I. Three days MRE on all vehicles.

        (2) Class II. Top off before departure from AA.

        (3) Class V. BP 58 prestocked with 20 APDS NLT 1600 hours tomorrow.

        (4) Evac KIA.

        (5) Maintenance.
           Loc of UMCP. ES593868.
           Other.

    c. Medical Evacuation and Hospital.

        (1) Evac WIA. Per SOP.

        (2) Location of TF/Sqdn Aid Station with TF Cbt Tns.

    d. Personnel. Per SOP.

    e. Civil-Military Cooperation. Curfew: 2200-0500 daily. Treat captured violators as EPWs.

    f. Miscellaneous. Permission granted to destroy all classes of supplies to prevent capture except Class VIII.

5. COMMAND AND SIGNAL.

    a. Command.

        (1) Co Cdr located with 1st Plt.

        (2) XO located with 2d Plt.

        (3) TF TOC located at ES616893 o/o ES903857.

        (4) TF Cdr located with Co D.

        (5) Succession of command is per SOP.

    b. Signal.

        (1) CEOI Index: 2-68 Edition A.

        (2) Challenge and Password. MILK TOAST.

        (3) Listening Silence: In effect until enemy contact.

        (4) Emergency Signals:

             ● Emergency signal to evacuate BPs is:

                ● 1st: 2 green clusters.

- 2d: 1 green, 1 red.

- 3d: 2 red.

- If you want to move: 2 white parachutes.

- Approval: 1 white cluster.

- Company signal to request move is one red star cluster. TF approval is one green cluster.

Time now is 0345.

What are your questions?

I will be around to your positions at ------ for backbriefs.

Learning Event 5:
IDENTIFY THE COMMAND AND CONTROL OF OPERATIONS FOR A COMPANY TEAM IN OFFENSIVE OPERATIONS

COMMAND AND CONTROL OF OPERATIONS

Controlling combat operations is extremely difficult and, in some cases, impossible once combat has been opened. The frictions of war can inhibit an operation so profoundly as to bring an operation to a rapid and unfavorable conclusion.

This learning event is designed to be used in conjunction with your planning. It gives specific techniques that will enable you to reduce confusion and execute your plan.

<u>What You Must Do as a Commander</u>. You must select your own position carefully. Be in a position to see your lead element or the most critical platoon. Use terrain and weather to conceal your movements from the enemy, but position yourself to maintain either visual or radio contact with your platoons. Use a navigator on your vehicle to maintain your current location on the ground.

Talk to other company commanders to synchronize your actions. When something critical happens, send the battalion commander a quick SITREP. Your XO may assist by reporting to task force on the operations/intelligence net (if there is one) or on the task force command net. If you lose contact with the battalion, take every step possible, short of abandoning your mission, to reestablish communications. Until communications is restored, continue to take those actions that best accomplish the battalion commander's intent.

Use your XO as your second in command. Use him to monitor the battalion frequency, make reports to the battalion on the tactical situation, and keep track of the locations and actions of adjacent and supporting units. When you can't make direct contact with one or more of your platoons, use him as a radio relay or position him where he can control those elements.

See the battlefield. Constantly probe for information about the enemy and the terrain. Be prepared to change and update your estimate of the situation at any time. Think ahead and identify potential threats and opportunities. When it becomes clear that your original concept won't work, or a better alternative presents itself, modify your plan rapidly and aggressively to fit the changing situation.

Issue timely and clear FRAGOs. Tell your platoon leaders what your intent is, what their mission is, where to move, where to point their weapons, and when to shoot. Issue warning orders to give your platoons time to react to all possible upcoming missions. Keep your subordinates posted on the enemy situation and what other units in the task force are doing.

Demand that your subordinates maintain contact with you, and keep you informed of their situation. If you cannot communicate with your subordinates, you have lost control of the situation and failed in your primary mission on the battlefield. Sacrifice anything to maintain command and control of your unit. If the platoon leader is issuing instructions on his net, or is dismounted, make sure the platoon sergeant is monitoring the company command net. Drill your subordinates in spot reports and situation report procedures.

Encourage your platoon leaders to talk to each other and coordinate their actions. Use SOP drills that are simple and can be cued by brief commands. Use checkpoints and terrain features to control maneuver to specific positions. Use TRPs, cardinal direction, and the clock system to orient fires.

Ensures all-around security to give yourself time and space to react. Your SOP should specify vehicle and personnel responsibilities when moving. Establish OPs when stopped, even for a short time. Make sure your elements maintain good dispersion laterally and in depth. Don't let your unit become fragmented after a rapid dash across an open area. Use your dash speed over short stretches to maintain control and orientation of the movement.

Take measures to avoid fratricides. Enforce recognition signals during passage of lines, relief in place, and any situation where two different elements are collocated. Keep our subordinates posted on friendly locations within your field of view. Fire only on positively identified enemy targets across boundaries and where friendly units are known or suspected to be located. During limited visibility, take special precautions, use visual signals that you can see with the naked eye, and make sure your crews know how to recognize enemy vehicles through thermal sights.

SUCCESSION OF COMMAND

It is essential that the personnel outlined in the succession of command thoroughly understand the intent and concept of the operation so they can take command of the unit and execute the mission successfully if the situation arises.

You prescribe the succession of command within your organization. Normally, the succession of command is governed by the company SOP but may be realigned based on unit mission or personnel turbulence. This should be stated in paragraph 5 of the operations order. An example of a succession of command would be:

- Commander.

- Executive Officer.

- 1st Platoon Leader.

- 2d Platoon Leader.

- 3d Platoon Leader.

- Fire Support Officer.

- First Sergeant.

When giving the order, you should state the location of each leader if differing from the company SOP. As a minimum, you must state where you will locate and where you want the XO to locate. As stated in Section II, you should position yourself at the most critical location and your XO at the second most critical location.

COMMUNICATIONS (SIGNAL)

The communication means available to the company are dependent on the individual skills of the soldiers, equipment, and your desires as the company commander. Skill in communications depends greatly on the SOP and how well the unit is trained in that SOP. Different means of communication have different capabilities and limitations, and each should complement the other so the company does not rely on one particular means. Dependence on one means endangers command and control, while use of several means strengthens that control. This builds redundancy into the command and control system. The company has four basic means of communication: wire, messenger, sound-and-visual signals, and radio.

Wire. Wire will be used as the primary means of communication for OPs, fixed battle positions, strongpoints, combat trains, and assembly areas.

Messenger. The use of messengers should be covered in detail in the company SOP. Messengers should be dispatched whenever your unit occupies an assembly area, battle position, or consolidates on an objective. Messengers should move from platoon vehicles to platoon, then platoon to company. For example, individual soldiers are dispatched to the platoon sergeant's vehicle to report their status. The platoon leader will dispatch a messenger to the commander's vehicle to receive any instructions upon consolidating the platoon. The platoon sergeant will dispatch a messenger to the XO's vehicle and report the status of the platoon. Upon consolidating the unit status, the XO will dispatch a messenger to the first sergeant and personally report the status to the commander. Messengers are slower and more vulnerable to the hostile fire than other means of communication, but using a messenger is the most secure method of communication. Messengers should rehearse routes (if possible), both in daylight and darkness, and should carry written messages to enhance accuracy.

Sound-and-Visual Signals. Sound-and-visual signals may be included in the battalion CEOI extract or company SOP. Signals not included in the SOI may be established for use within the company, provided they are changed frequently to avoid being compromised, and are understood by all. Sound-

and-visual signals include lights, flags, hand signals, pyrotechnics, and different types of noise (metal-on-metal, rifle shot, whistle, bell).

Radio. Radio is the primary means of communication when enemy contact is made. To avoid detection by enemy direction-finding (DF) equipment, the company must use all other means to communicate until it becomes absolutely necessary to use the radio. Brevity on the radio is the key in reducing EW signature.

You operate on your own company net and monitor the battalion net. The XO operates on the battalion command net and monitors the company net. The first sergeant operates on the battalion administrative/logistics net (ALN) and monitors the company net (if he has two-net capability). Platoon leaders operate on their net and monitor the company. See company/team command radio net.

FIGURE 10. COMPANY/TEAM COMMAND RADIO NET.
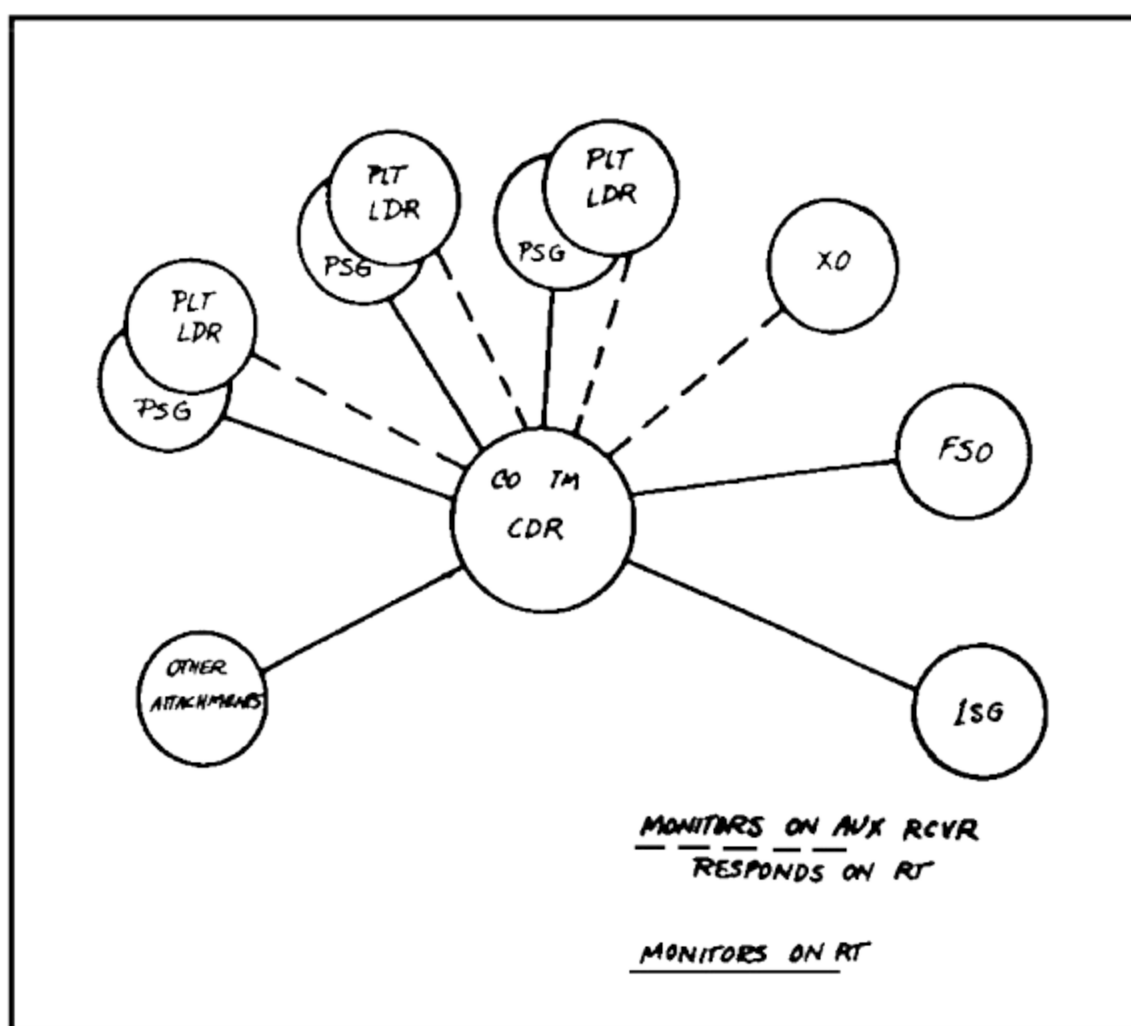
Under some circumstances, you may elect to put all stations on the same net, for example, the company command net. This facilitates quick or simultaneous response, overcomes the temporary breakdown in command when key leaders are lost, and gives you maximum control over your unit. Serious drawbacks include--

- Great susceptibility to jamming and unintentional interference/override.

- Quickly overloads the net if strong net discipline is not practiced.

- Difficulty in quickly reestablishing communications on the platoon nets if that is required.

You may wish to use this technique, depending on the training and discipline of your unit, during long road marches, while in assembly areas, while in a reserve position, or when consolidating survivors after a battle.

The XO must keep you informed yet avoid transmitting trivial data. He monitors the battalion command net and relays critical information received on that net to you as necessary. The XO coordinates or directs movement and support that the commander cannot control from his forward position. The XO basically frees you to fight the battle.

The eavesdrop system is a technique used within the company to effectively utilize information passed over the command net. It is used on all nets from battalion down to platoon. This system requires certain stations to monitor message traffic on a given net, even if they are not the direct recipients of the message. Command net traffic is sent to or from the commander. The platoon leaders, XO, Co FSO, and first sergeant will monitor the traffic and take appropriate action.

During the execution of the battle, lateral communications between platoon leaders and between commanders is critical. Platoon leaders must talk to each other throughout the battle to keep informed on what is happening on the battlefield. Each platoon leader must tell the platoon leader on his flank or rear what the enemy is doing, what actions he is taking, what his plans are, and provide recommendations to the other platoon leaders and the company commander. The company commander must monitor the lateral communications between platoons and know exactly what is happening in his area. The commander will give orders based on the tactical situation. All platoon leaders will monitor the command net and transmit critical information.

Some aids in maintaining effective radio communications are:

- Keep radio transmission time short (10 seconds). When a long report must be submitted by radio, use the word break to break the message into smaller segments.

- Make clear, concise transmissions.

- When direct FM contact is broken, set up relays; if this fails, go to high ground to reestablish contact.

- Submit initial enemy contact reports immediately, send more complete information later.

- Police the net. Transmission should be prioritized. A suggested priority list is--

    - Initial contact with the enemy.

    - Major changes in the situation.

    - Fire coordination.

        ❍ Lift fires.

❍ Shift direct fire.

❍ Artillery adjustment.

❍ Artillery target effect.

● NBC-1 report.

● Full spot reports.

● SHELREPs.

● Obstacle reports (such as bridge classification).

● Logistical reports (may receive a higher priority during the late stages of an engagement).

You must always be prepared for the unexpected, and if your communications fail, you must react quickly. Training, SOPs, and battle drills become critical in the absence of electronic communications. The most clear and concise order you can give is, "FOLLOW ME, DO AS I DO."

Communication Responsibilities. It is incumbent on all levels of command to gain and maintain communications with their appropriate headquarters and personnel. The traditional communications responsibilities are listed below:

● Senior to subordinate. A senior unit is responsible for establishing communications with a subordinate unit. An attached unit is considered subordinate to the command to which it is attached.

● Supporting to supported. A supporting unit is responsible for establishing communications with the supported unit.

● Reinforcing to reinforced. A reinforcing unit is responsible for establishing communications with the reinforced unit.

● Lateral communications. Responsible for establishing communications between adjacent units may be fixed by the next higher commander or by SOP. If responsibility is not fixed by orders, the commander/leader on the left will establish communications with the unit on the right (left to right). The commander of a unit positioned behind another unit establishes communications with the forward unit (rear to front).

● Restoration. Regardless of the responsibility, all units take prompt action to restore lost communications.

Communications Security/Discipline. Communications security (COMSEC) denies or delays unauthorized persons from gaining information of value from telecommunications and effectively interrupting communications. The company commander can achieve communications security by enforcing the use of authentication procedures to make sure only authorized stations are on the net and by restricting the use of radio transmitters.

Radio transmitters should be restricted to administrative use only when out of enemy contact. Normally, all radios other than the commander's and subordinate leader's should be on radio-listening silence. Silence will only be broken on enemy contact, or when orders need to be passed. Conditions under which radio restrictions may be broken must clearly be established and understood by all operators. SOPs or orders must reflect the following conditions:

- Use wire or messenger whenever possible.

- Reduce transmission times.

- Have each subordinate leader strictly enforce net discipline.

- Site antennas with a terrain feature between them and the enemy.

Antijamming and Direction Finding. Antijamming procedures used by radio operators include: recognition, continued operations, reporting, use of low power, antenna masking, frequent authentications, and actions on effective jamming.

- Recognition. Operators attempt to identify the cause of the interference. It should not automatically be assumed that the enemy is employing jamming techniques as symptoms are often similar to other types of radio interference. The receiver antenna should be removed to determine whether a signal is being generated internally by the receiver. If the interference decreases with the antenna removed, then the interference is external and the problem may be enemy jamming.

- Continued Operations. Radio operations should continue in a normal manner, once jamming has been identified, to mislead the enemy on effectiveness of his jamming. Normal operations will continue until orders are received to clear the net.

- Reporting. All operators must report jamming to their higher headquarters. This report should be sent by another means of communications, such as wire, messenger, or secure FM radio.

- Use of Low Power. Low-power transmission reduces the chance of the enemy detecting the signal. If the signal cannot be heard, the transmitter cannot be located by radio direction-finding equipment.

- Antenna Masking. Hiding radio signals behind terrain is a simple method to defeat radio direction finding. Radio waves bend and are reflected by buildings and mountains. When this happens, it is difficult to determine the original direction form which the wave was transmitted, but the strength of the signal is affected very little. Radio antennas should be erected as low as possible, while still maintaining adequate communications with subordinate, higher, and adjacent units.

- Frequent Authentication. Radio operators and leaders should be aware of imitative communication deception (ICD). ICD is frequently used by an enemy to prolong communications. Operators should know who is normally operating on the net so voices can be recognized. use of secure radio equipment also helps to alleviate ICD. If suspicious stations enter the net, immediate authentications should be required.

- Actions on Effective Jamming. The unit SOP must establish the procedure to follow on effective jamming of a company net. The decision to switch to another net will be made by the company commander or, in his absence, the XO. When changing frequencies, try to leave one radio on the old frequency temporarily to police the net of any station that missed the code word to change frequencies. Beware of attempts to solicit the new frequency by unidentified stations in the old net. Report frequency changes to higher headquarters as soon as possible along with MIJIFEEDER (meaconing, intrusion, jamming, and interference) report.

READINESS CONDITIONS

Readiness Conditions Status (REDCON). The REDCON status is a standardized way to adjust your unit's posture to move and fight. Use of these levels of readiness enables you to respond as quickly as possible to changing situations, and to conduct necessary tasks such as security, rest, feeding, and work while stationary.

- REDCON 1--Full alert, ready to move and fight.

    - All personnel alert and prepared for action.

    - Vehicles loaded, secured, and weapons manned.

    - Platoons ready to move on notification.

    - Engines started.

- REDCON 2--Stand to complete, ready to fight.

    - Precombat checks complete.

    - Equipment stowed (except for wire, NBC alarms, and communications gear).

    - Vehicles and weapons manned.

    - Vehicles started together on order from company team commander (over hotloop).

    - Prepared to move or fight in position, infantry is dismounted in fighting positions.

    - Status reports submitted to company team command post.

    - Vehicles ready to move in 15 minutes, if Class IV (mines, concertina, overhead cover, and sandbags) are abandoned.

- REDCON 3--Reduced alert.

    - Fifty percent of each crew, squad stand down for feeding, rest, and maintenance.

    - Remaining personnel man vehicles, OPS (including air guards, weapons, prepare positions and obstacles, and monitor radios and phone).

    - Vehicles ready to move within 30 minutes of notification. Most Class IV can be recovered.

- REDCON 4--Minimum alert.

  - OPs manned and one-man alert per platoon, monitor radios and man turret weapons.

  - Vehicles ready to move in one hour. All Class IV, not permanently emplaced, can be recovered.

MANEUVER CONTROL

<u>SOPs, Battle Drills, and Doctrinal Formations</u>. Unit SOPs, battle drills, and doctrinal formations are used to simplify our control of maneuver. These documents establish standardized procedures, actions, and techniques for the conduct of tactical operations.

SOPs are used to standardize procedures for reporting, formations and movement techniques, command and control, logistics, and administrative operations. Normally, only those situations and operations that are consistently recurring are addressed. Generic SOPs have been published that can be used as a base document in establishing your SOP.

Battle drills are standardized actions taken by crews, squads, and platoons. Details on battle drills can be found in FM 17-15.

Doctrinal formations and movement techniques are used to establish tank positions, movement patterns such as bounding, and responsibilities within platoons and companies.

<u>Vehicle Recognition System</u>. The company (in accordance with the battalion SOP) should develop a system for friendly vehicle recognition. This system must be functional on the nonlinear, obscured battlefield during periods of daylight and limited visibility. Visual and thermal recognition systems will assist in command and control and fire distribution during the haze and confusion of the battlefield. Vehicle marking systems have limited success of preventing fratricide. You can best prevent fratricide by thorough rehearsal and supervision of movement, clear understanding of your plans and orders, and control of your direct-fire weapons. Once the battle is joined, vehicles moving at random around the battlefield are at great risk unless positively identified as friendly.

One method that can be used consists of large contrasting numbers or base symbols representing the company, platoon, and vehicle. For example: Company A, 1st Platoon, 4th Tank would have the number 114. The shape or color of the base symbol indicates the battalion within the brigade. FC 71-6 shows how similar signs can be built and mounted. See <u>Figure 11</u> below for an example of numbering identification system.

FIGURE 11. NUMBER IDENTIFICATION SYSTEM.

1-92 Inf (Mech)
1-93 Inf (Mech)
1-25 Ar

1 1 4

A Company
1 Platoon
4 BFV (3d Squad)

1 1 4

1 1 4

A Company
1 Platoon
4 Tank (PSG)
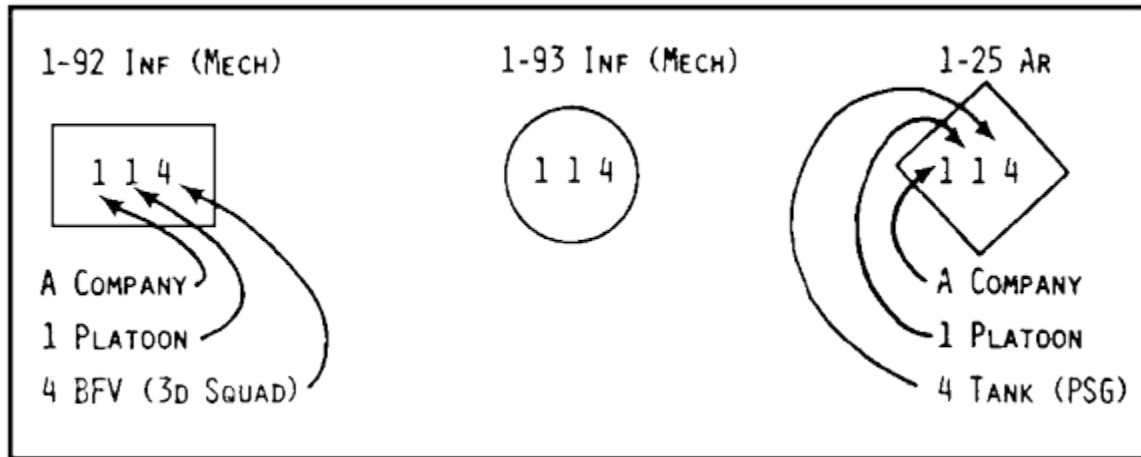
FIRE CONTROL

Controlling and coordinating fires is just as vital to the success of the operation as controlling and coordinating movement. You must direct your fire in the right amounts at the right time to achieve the desired results. The result desired can be summed up in three words: destroy, neutralize, and suppress.

Destroying a target means putting it out of action permanently. To destroy a weapon system such as a tank or a machine gun, you must eliminate its main armament and mobility. You don't have to kill all the men in a unit to destroy it. Inflicting 30 percent or more casualties on an enemy unit in a short period of time can render it permanently ineffective. This, however, depends on the type of unit you are up against, their morale, and how much protection they have available.

Neutralizing a target puts the target out of the battle temporarily. It will become effective again when casualties are replaced and the damage is repaired.

Suppressing a target prevents a target from placing effective fire on friendly forces. The effect of suppressive fires usually lasts only as long as the fires are continued.

Principles of Fire Distribution. There are two types of targets: point target and area target. Point target causes your fires to converge on a particular target and achieve concentration of fire (Figure 12). Point targets are normally designated by shifting from target reference points (TRPs).

The following considerations should be made when controlling fires on point or area targets:

- Shoot at the enemy first, before he can return fire or move to cover.

- Know where friendly troops are located (shift when they are exposed).

- Use each weapon in its best role.

- Completely cover an area target with fire, but avoid target overkill.

- Mass fires on point targets to achieve destruction and neutralization.

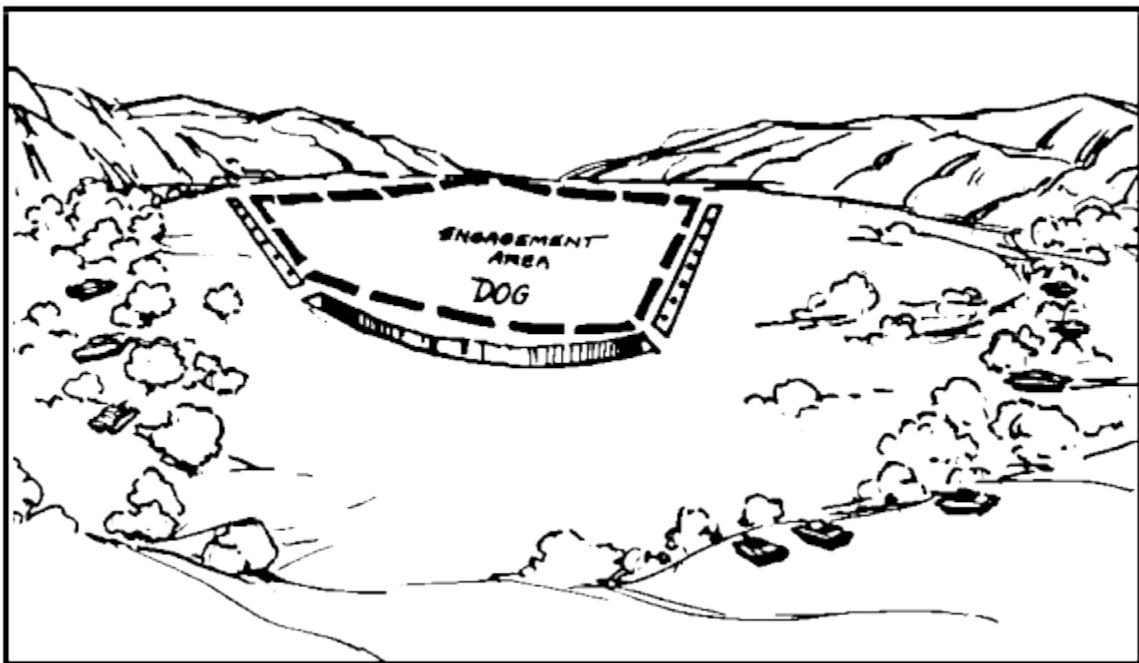- When in doubt, destroy the most dangerous target first.

● Destroy the enemy one bite at a time by suppressing portions of his unit and destroying other portions of his unit.

See area target and how it is engaged in Figure 13, below.

FIGURE 12. POINT TARGET.
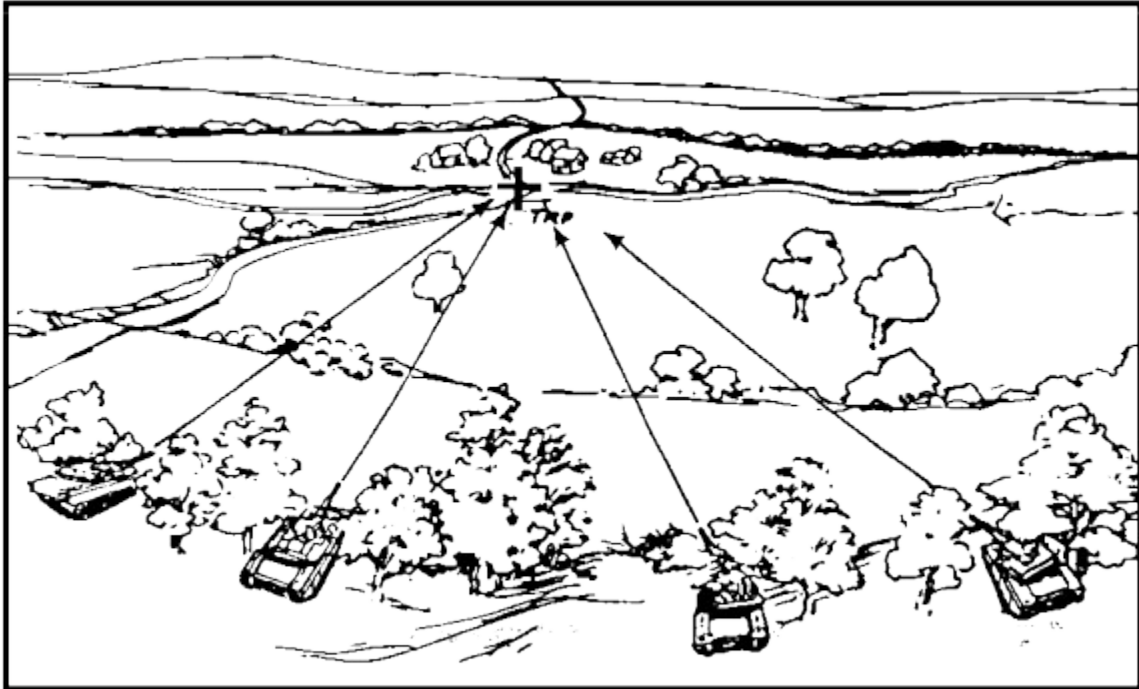
FIGURE 13. AREA TARGET.

<u>Platoon Sector of Fire</u>. Near half/far half is a technique used most commonly when the terrain is so open that there are not specific features to provide a reference point for the platoons. In this case, platoons are given specified portions of the engagement area. Example: 1st Platoon is responsible for the near half (closest to friendly forces) and 2d Platoon is responsible for the far half of the engagement area.

<u>Techniques for Controlling Fires</u>. Graphic control measures are used to establish areas of responsibility, points of reference, or actual targets.

Sectors of fire should be designated for each platoon in the company by the company team commander. In turn, the platoon leaders will designate sectors of fire for their individual tank, BFV, and squads. Sectors of fire at all levels are generally given using TRPs. For example: 1st Platoon's primary sector of fire is from TRP 104 to TRP 106. Sectors of fire should overlap to provide mutual support between positions and weapon systems (BFVs, tanks). To designate sectors of fire, the company commander can use distinct terrain features, clock system, or limiting stakes. (See <u>Figure 14</u>.)

<u>Engagement Priorities</u>. Tanks, BMPs, BRDMs, and other vehicles may all appear in an armor formation. Each of these systems have different capabilities and pose a different type or level of threat at different ranges. You must determine which targets are most dangerous and assign engagement priorities. Assign engagement priorities according to your mission. Generally, BFVs should engage BMPs, ZSUs, and other light-armor vehicles. Tanks engage tanks. TOW missiles sharpshoot command and control engineer, and ADA vehicles. This general rule is not intended to restrict you. You must decide what engagement priorities your unit will use for any given situation. You may also decide to assign different engagement priorities to different platoons. Example: 1st Platoon engage BMPs then tanks, 2d Platoon engage ZSU 23-4s and BMPs, 3d Platoon engage tanks then BMPs.

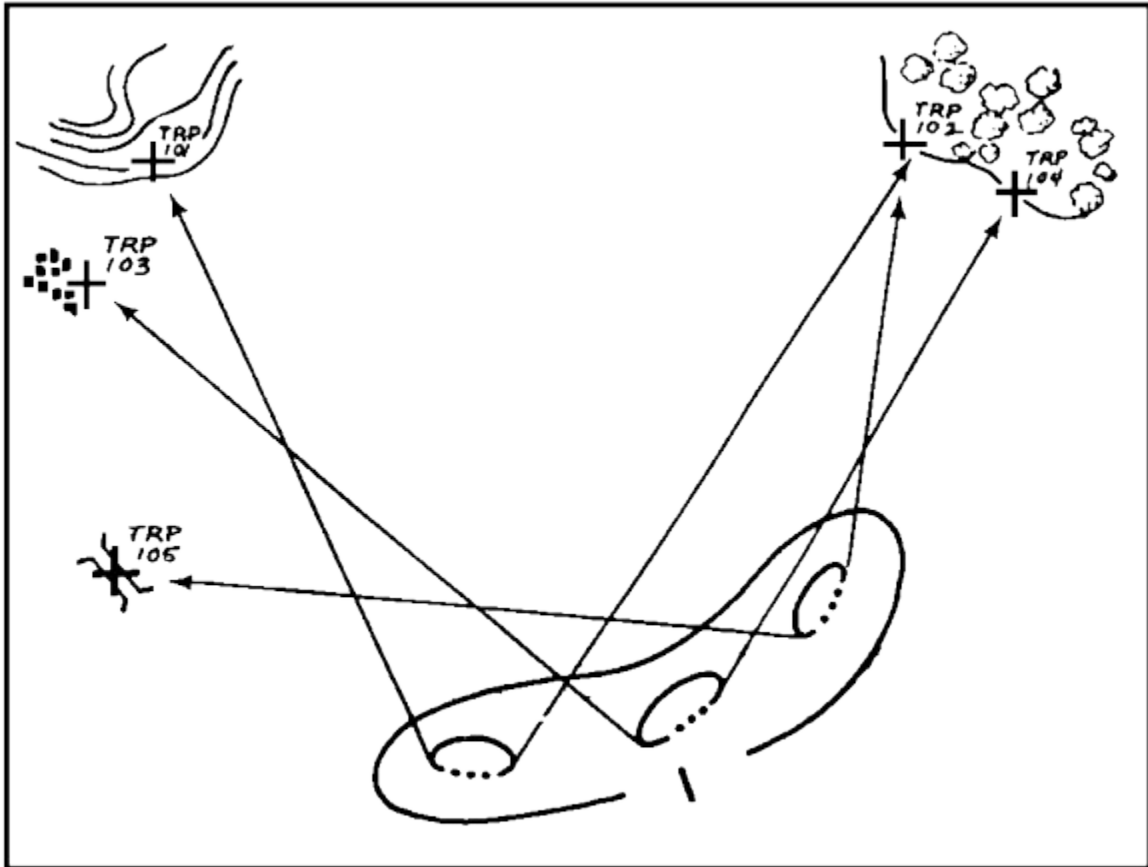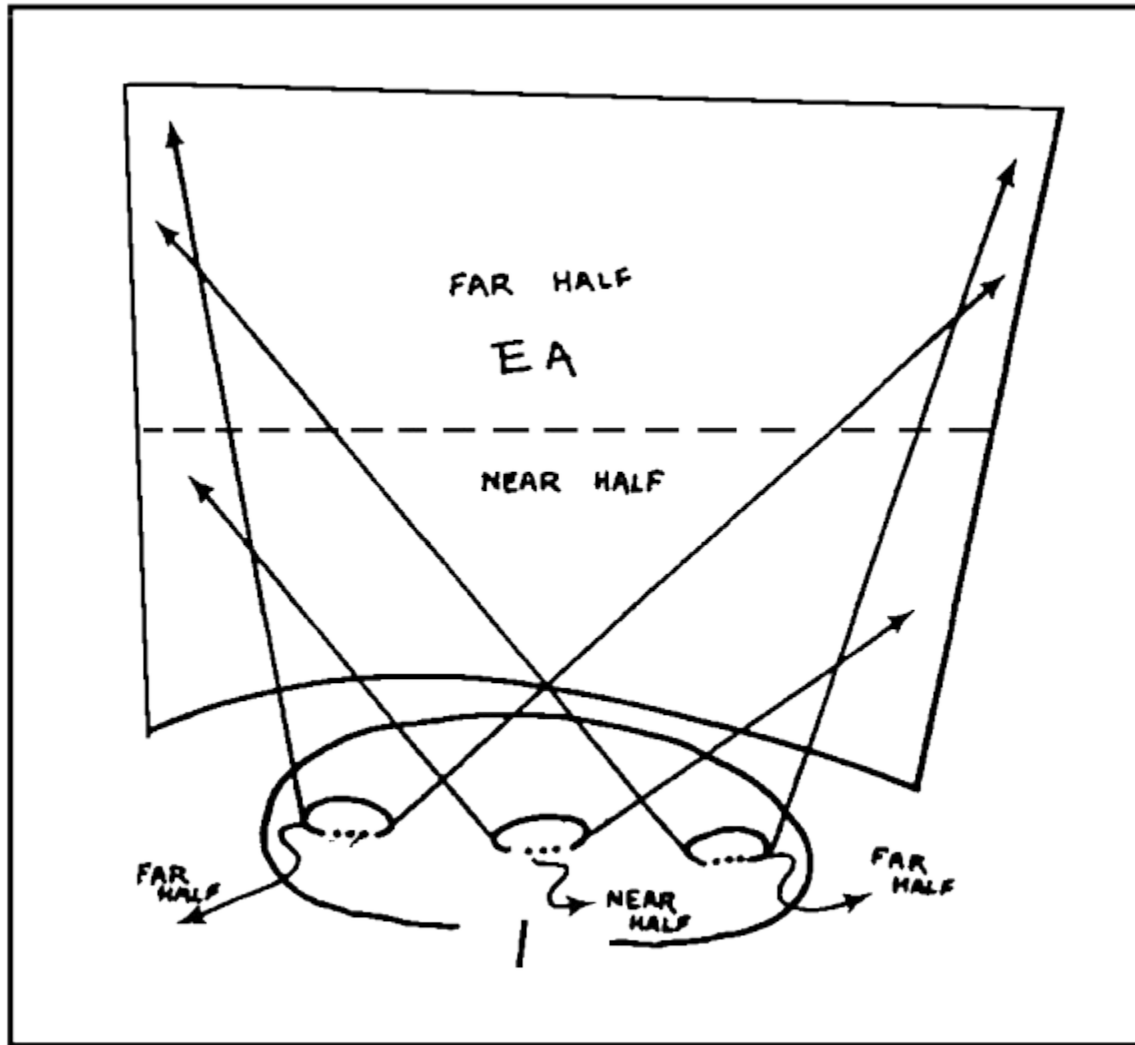**FIGURE 14. PLATOON SECTORS OF FIRE.**

FIGURE 15. NEAR HALF/FAR HALF TECHNIQUES.

You can initiate the fires of your unit in a number of ways. The three predominant methods are, event, time, or on command. The cue for the event method is when an enemy force crosses a particular point on the ground (phase line); when using on command to initiate fire, the radio is normally used. However, an alternate means of communications must be set up to make sure all platoons receive the message. An example of this would be green star cluster. Time can be used to initiate direct-fire weapons; however, it is most commonly used with artillery to destroy known or suspected enemy locations.

Commands can be used to control fires as well as initiate them. Fire commands are given based on the following format and example:

Alert	C8Q (net call sign)
Weapon/Ammo (optional)	2 ROUNDS SABOT
Description	10 BMPs/2 T80s
Location	TRP 104
Control-Pattern Technique (optional)	FRONTAL
Execution	ON MY COMMAND-- FIRE

You can control your direct fires by platoons or as an entire company. To accomplish this by platoons, you alert which platoon the fire command is for ("1st Platoon"). The three patterns of fire are: frontal, depth, and cross. The three techniques of engagement are: simultaneous, alternating, and observed.

Fire commands are predominantly used at the platoon level for control. When they are used at company level, you must allow additional time for the platoon leaders to relay your commands down to their subordinate or you must put all firing vehicles in the same radio frequency. This technique is useful in planning an ambush. Fire commands are best used to achieve massed fires, target destruction, and surprise from a defensive position. This surprise is best achieved using simultaneous technique. You may transition during a battle through several techniques. For example, you may begin with a single simultaneous engagement (to achieve shock and surprise), then follow with alternating fire to destroy the enemy targets, and finally, you might return to simultaneous fire to break off an engagement or during the enemy assault of your position.

You may deliberately order the engagement of the enemy at different times for different weapon systems. If you wish to achieve mass surprise fire, you would order each system to engage at a point in time that will result in all of the rounds arriving in the target area at the same time. Artillery and mortars followed by TOW missiles normally take the longest to reach their targets. Your FSO can provide you with the information on the time of flight of the indirect fires. By planning the time of flight to the targets of your weapon systems, you can place all effective fire on the enemy at one time. You may also consider initiating the engagement with TOW missiles and tank main gun fires followed by artillery. This will permit the direct-fire weapons a clear shot picture, unobscured by dust and smoke.

Indirect fires must be lifted and shifted in order to achieve maximum suppression, enemy destruction, and to protect friendly forces. Indirect fires may be executed on a prearranged time schedule or may be lifted and shifted on command. When shifting and lifting fires on command, it will be necessary to anticipate the time involved to relay your transmission to friendly artillery batteries, and the time it takes for friendly or enemy forces to move into or away from those fires.

Restricting weapons use may be useful in a variety of operations where you may want to make sure your personnel only engage positively identified enemy. It is used most often in restrictive terrain, limited visibility operations, during linkup (or relief) operations, or when friendly units are fighting on separate converging axis. The best technique is the use of restrictive fire control graphics such as restricted fire lines.

OPERATIONS SECURITY (OPSEC)

To successfully accomplish your tactical plan, you must deny the enemy information about your actions and intentions. The OPSEC measures you take to accomplish this goal fall into three categories:

- Countersurveillance--measures taken to protect the true status of friendly activities and operations.

- Countermeasure--measures taken to eliminate or reduce the enemy intelligence and electronic warfare (EW) threat to US Army activities.

- Deception--measures taken to create a false piece of friendly activities and operations.

Countersurveillance consists of signal security, information security, and physical security.

- Signal security has been discussed in the preceding section on communications.

- Physical security is physical protection of equipment, materials, installations, and activities. You use both active and passive measures to achieve physical security. Security forces, barriers, and anti-intrusion devices are used to establish physical security. Passive measures include camouflage, concealment, pattern painting, and noise and light discipline.

- Information security is the protection of both classified and unclassified information that may be of value to the enemy.

Weapons, ammunition, classified documents, and sensitive items should be safeguarded at all times. When not in use, sensitive items should be stored out of sight. Careless equipment security can lead to compromise of your unit's capabilities and limitations. For example, if your company team moves through a seemingly secure town with limited visibility devices and ammunition on display, enemy infiltrators or sympathizers may obtain information about unit capabilities.

During combat operations, do not allow foreign nationals and observers in or near the unit's area or positions. Establish procedures for handling civilians that intrude into your area, in accordance with your higher command's policy and the law of war.

Brief your soldiers on what not to include in the mail. Mail can be a valuable intelligence source. Examples of items that should not be in letters include--

- Unit identification, size, location, or capabilities.

- Knowledge of future operations.

- Specific mention of commander's names.

- Acknowledgement of heavy losses or poor morale.

Whenever the company team departs a position, a thorough police of the area should be conducted to ensure that no item of intelligence value is left behind. Have your soldiers police as they go to avoid possible compromise.

Countermeasures are used to overcome specific enemy intelligence operations. Once you have determined an area where your force is vulnerable to surveillance, you must develop a countermeasure to prevent the enemy from exploiting that vulnerability. Such countermeasures may include deception.

Deception operations are taken to mislead the enemy. They may include the following:

- Ruse.
- Display.
- Feint.
- Demonstration.

Most deception operations are planned and directed at levels above battalion. However, you may find it useful to employ deception as part of your scheme of maneuver to deceive the enemy or cause him to react a certain way. You must coordinate with battalion for approval before initiating deception operations. Some techniques include:

- Visual. Showing actual or dummy movement, equipment, or activity at a believable time in a believable place.
- Sound. Engines running, track noise, hatch closing, digging, and gunfire.
- Odor. Diesel fumes and cooking odors.
- Electronic. False transmissions and remote locations for radios can be used.

Active Security Measures. Security measures designed to protect against surprise, observation, and infiltration are planned at both battalion and company level. The battalion S2 is responsible to assist the S3 in planning security, surveillance, reconnaissance, and counterreconnaissance measures. As the company team commander, you are responsible to ensure that your security measures support and complement the battalion plan and meet your own security needs.

You will use a combination of OPs, patrols, sensors (such as platoon early warning system), and night-observation systems to provide early warning. Ambushes and reaction forces are used to destroy enemy reconnaissance forces.

Stand To. Stand to is a period of maximum preparedness at first light in the morning and at darkness in the evening. This ensures that every man is ready for action and that every man adjusts to the changing light conditions. As a minimum, stand to is conducted from 30 minutes before until 30 minutes after beginning morning nautical twilight (BMNT) and again at end evening nautical twilight (EENT).

The unit SOP should specify the actions to be taken, but as a minimum, your unit should come to REDCON 2.

Vehicle Camouflage. Camouflage is used to break up the outline of a vehicle. Natural vegetation works best. Tree branches can be placed on vehicles to break up the outline and hide distinctive features such as cupolas and tank guns. Camouflage must be natural looking. If area vegetation is green, camouflage must be replaced often.

You should use camouflage nets to hide vehicles in stationary positions especially from aerial observation. Avoid geometric patterns. Park vehicles to take advantage of natural concealment and shadows, where possible.

Vehicles are pattern painted with drab paint to reduce glare. FM 5-20 contains instructions for pattern-painting vehicles. Remove or tie down and cover windshields. Cover mirrors and headlights as well.

Dust and exhaust smoke can destroy concealment afforded by camouflage. Take the effects of dust and smoke into account in selecting positions by enforcing proper maintenance and driving. Minimize track, tire, and foot trails that could be detected from the air or form the enemy positions. In snow or sand, cover up track patterns if possible (often, the wind will take care of this). Disperse your vehicles and personnel to lessen the chance of aerial observation and detection by sensitive heat-seeking devices. Make sure your vehicles don't give away thermal signatures from their hide positions.

Light and Noise Discipline. You and your chain of command must enforce strict light and noise discipline. Even filtered flashlights and burning cigarettes can be seen for great distances, particularly with night vision devices. Shield lights needed for essential maintenance and other activities from enemy view.

Soldiers must talk and move only when necessary. At night, it is particularly important to talk in low voices and move slowly to avoid unnecessary noise. Use the following procedures to reduce the noise made by your armored vehicles:

- Don't slam hatches and doors.

- Start and move vehicles only as part of a plan or tactical plan operation.

- Start vehicles at the same time to keep enemy observers from pinpointing the type and number of vehicles started.

- Perform maintenance and resupply in areas that are masked by terrain to shield noise, preferably during daylight in covered, concealed locations.

- Sandbag and shield generators to reduce noise.

- Monitor radios from CVC helmets, not from speakers. Keep radio volume as low as possible.

Challenge and Password. Strictly enforce proper challenge and password using current challenge/password from the CEOI.

Lesson 1

Practice Exercise

Instructions   The following items will test your understanding of the material covered in this lesson. There is only one correct answer for each item. When you have completed the exercise, check your answers with the answer key that follows. If you answer any item incorrectly, review that part of the lesson which contains the portion involved.

SITUATION

You are the commander of a unit preparing for an operation. You must use the estimate of the situation in planning your operation, and issue your operations order.

1.   The mission will contain many constraints on your action in planning and execution. The mission analysis will

  ○   A. enable you to fully understand the assigned mission.

      B. ensure that your subordinates understands the mission.

      C. define the role of everyone assigned to your unit.

      D. give you the complete concept of the mission.

2.   Based on your deduction, you use the estimate to develop alternate courses of action. Your decision is the output of the process, and

      A. constantly updates your estimate process.

      B. allows you to modify plans.

      C. Forms the concept of the operation.

      D. Eliminates the estimate process.

3.   With the information you have received from higher headquarters, you can develop at least two courses of action. Courses of action represents

      A. possible solutions to the accomplishment of the mission.

      B. available support from other company teams.

      C. the amount of movement required by each platoon.

      D. combat support assets available to the company.

4. After deciding on a single course of action, you will pursue the planning and execution until

    A. you have eliminated the second course of action.

    B. events or information received changes your estimate of the situation.
    C. the decision points are points in time and space where you are required to make a critical decision.
    D. you are able to shift to another course of action.

5. As a company team commander, you will issue an OPORD to your subordinates to

    A. provide them with the essential information required to conduct the operation.
    B. adjust to rapidly changing battlefield conditions.

    C. control combat operations in extremely difficult climate.

    D. see the battlefield in a more tactical situation.

6. Antijamming procedures used by radio operators include recognition, reporting, and lower power. Low power transmission

    A. prevents antijamming from the enemy.

    B. cannot be detected or jammed by the enemy.

    C. increases time for transmitting and detecting signals.

    D. reduces the chance of the enemy detecting the signal.

7. Platoon sector of fire can be initiated in a number of ways. The three predominant methods are

    A. event, time, or on command.

    B. radio, wire, or telephone.

    C. fire command, engagement, or frequency.

    D. direct, alternate, or frontal.

8. Most deception operations are planned and directed at levels above battalion. Deception techniques will

    A. provide on-going information to your unit about the enemy.

    B. eliminate confusion within your unit.

    C. deceive the enemy or cause him to react a certain way.

    D. prevent countermeasures by the enemy.

LESSON 2

COMPANY TEAM OFFENSE

TASK

Identify offensive concepts, characteristics and functions, use of tanks and mechanized infantry, Threat defensive tactics, movement and control measures, and movement to contact. Conduct of the attack, assault, consolidation, reorganization, limited visibility offensive operations and fortified strongpoints.

CONDITIONS

Given the subcourse material for this lesson, a training scenario and extracts, as applicable, the student will complete the practical exercise at the end of this lesson.

STANDARDS

The student must demonstrate his comprehension and knowledge by understanding offensive concepts, characteristics, and functions; use of tanks and mechanized infantry; Threat defensive tactics; tactical movement and control measures; movement to contact, conduct of the attack, assault, consolidation and reorganization; limited visibility offensive operations; and team role in the reduction of a fortified strongpoint.

REFERENCES

FM 71-1
FM 71-2

This lesson will provide information on company team offensive techniques, use of tanks and mechanized infantry, and conduct of the attack and visibility operations.

Learning Event 1:
IDENTIFY THE OFFENSIVE CONCEPTS, CHARACTERISTICS, AND FUNCTIONS

OFFENSIVE CONCEPTS, CHARACTERISTICS, AND FUNCTIONS

This learning event provides information on the five major types of offensive operations: movement to contact, hasty attack, deliberate attack, exploitation and pursuit. These attacks can be conducted independently or they can be conducted as part of a larger unit operation. The company team can also participate in special purpose operations, that include: reconnaissance in force, attacks from a defensive posture (spoiling attacks and counterattack), diversionary operations (feints and demonstrations), and raids.

CHARACTERISTICS OF OFFENSIVE OPERATIONS

The fundamental characteristics of offensive operations are concentration, surprise, speed, flexibility, and audacity.

Concentration. Concentration of effort is essential to the attacker's success. In order to achieve concentration, you will integrate all firepower and shock action to be used at the decisive place and time to destroy the enemy. Ideally in this attack, concentration occurs at the point of the enemy's weakness.

Surprise. Since you have the initiative, you can usually choose the time, place, and method of attack in order to strike the enemy at the unexpected time and place. Avoid the obvious whenever possible and strike the enemy at his weakest point to achieve success.

Speed. Speed promotes surprise, keeps the enemy off balance, contributes to the security of the attacking force and degrades the enemy's countermeasures which cannot keep pace. Speed is an essential factor in maintaining the momentum during the attack and is carefully planned and built into the operation.

Flexibility. While your planning for the attack will be detailed, your subordinate leaders must understand your intent so well that they can exploit battlefield opportunities as they occur, if communications fail. Though detailed planning is essential, you must expect uncertainties and be prepared to cope with them and adjust the operation accordingly.

Audacity. You must have the bold courage to exercise your judgment and take decisive action in a fast-paced, constantly-changing situation.

Your tank and mechanized company team normally attacks as part of a closely synchronized battalion task force effort. As part of the task force, your company team may overwatch, maneuver, or be in reserve (Figure 16). In a fast moving situation, your company may conduct its own attack against an unprepared, moving, or weak enemy force. The attack may be hasty (little time for planning, reconnaissance, coordination, or preparation) or deliberate (when time is available to do all of the above). You may attack under full or limited visibility conditions. In all cases, the tactics and techniques described in this section apply.

FIGURE 16. BASIC OFFENSIVE FUNCTIONS.
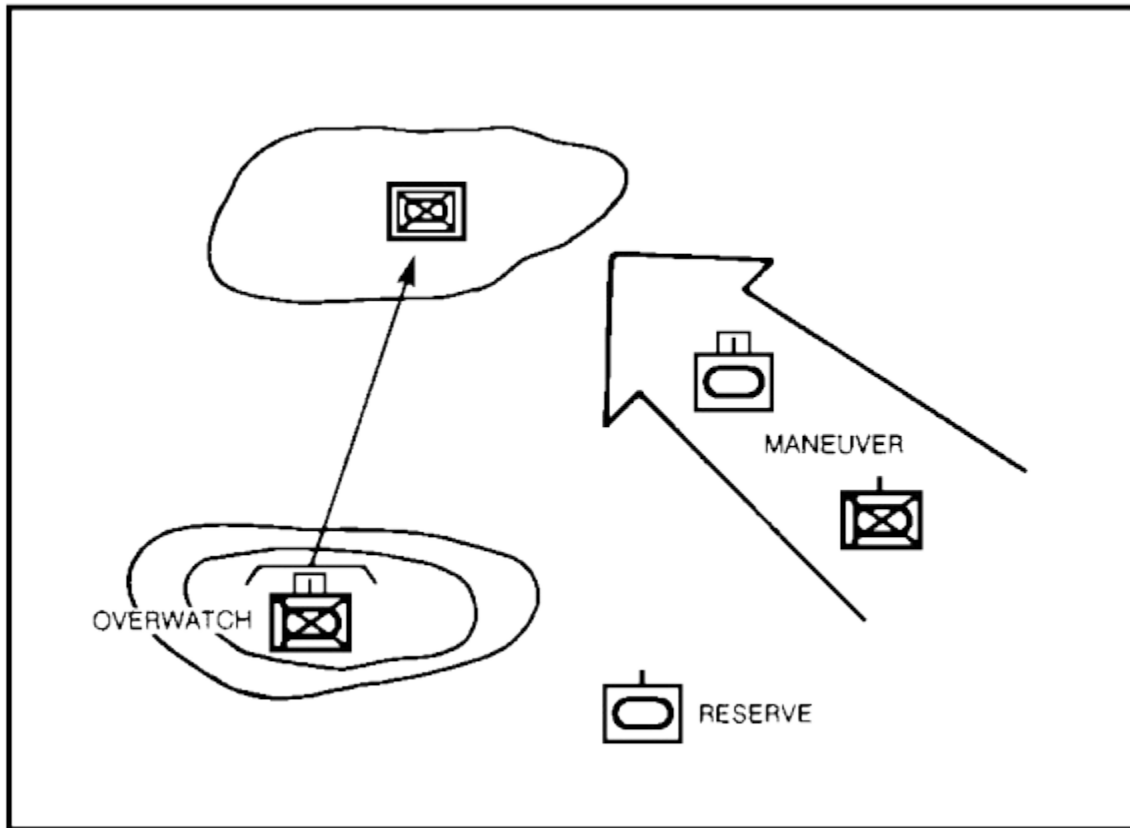
All tank and BFV forces attack in a synchronized effort of firepower and maneuver. Tanks, ITVs, BFVs, and dismounted infantry are maneuvered to positions of advantage to destroy the enemy. The firepower of these forces are used in conjunction with supporting artillery, mortar, and close-air-support fires to isolate, suppress, and destroy the enemy forces. When you mass fires, you gain fire superiority over the enemy which facilitates your maneuver.

FIGURE 17. FIRE AND MANEUVER.
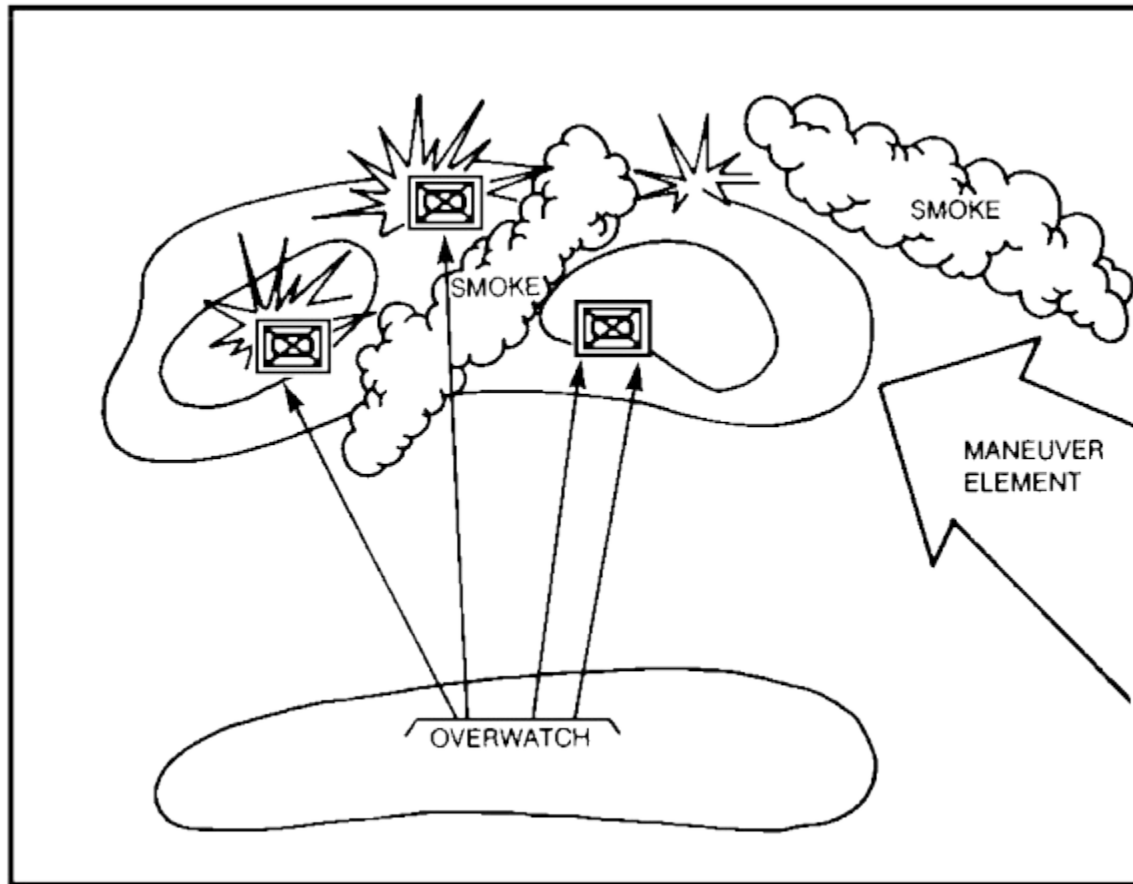
Maneuver brings your assault force into new, and more advantageous positions to allow you to defeat the enemy. (See fire and maneuver in .

Learning Event 2:
IDENTIFY THE USE OF TANKS AND MECHANIZED INFANTRY
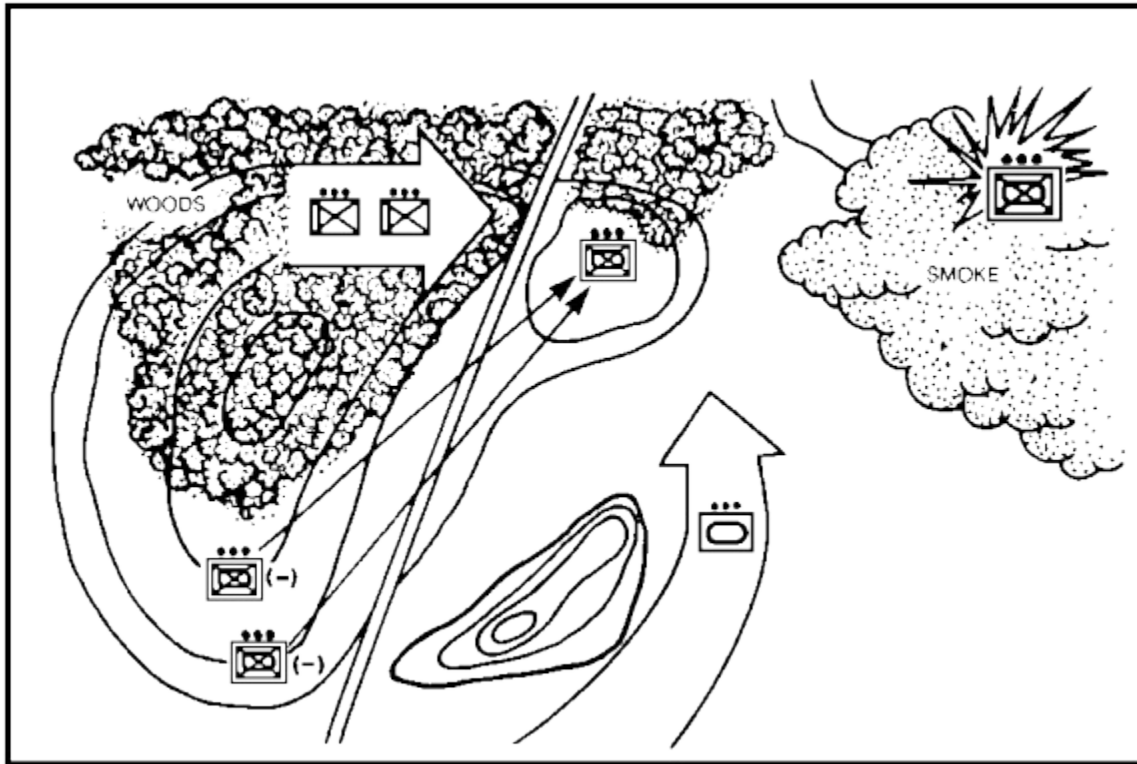
TANKS AND MECHANIZED INFANTRY

This learning event will focus on the employment of tanks and mechanized infantry in the attack. Tanks and dismounted infantry attacking different axis and BFVs providing support by fire; tanks and BFVs supporting by fire only; BFV in overwatch; effectiveness of weapon systems; company teams using escape routes; suppressing the enemy using indirect fires and using smoke to obscure the enemy's vision.

METHODS OF EMPLOYMENT

There are two general methods to employ tanks and mechanized infantry together in an attack: tanks and mechanized infantry (mounted or dismounted) attacking on one axis and tanks and BFVs

supporting by fire only. See Figure 18, for tanks and dismounted infantry attacking different axis and Figure 19, for Bradley's supporting by fire.

FIGURE 18. TANK AND DISMOUNTED INFANTRY ATTACKING DIFFERENT AXIS AND BFVs PROVIDING SUPPORT BY FIRE.

FIGURE 19. BFVs SUPPORTING BY FIRE ONLY.
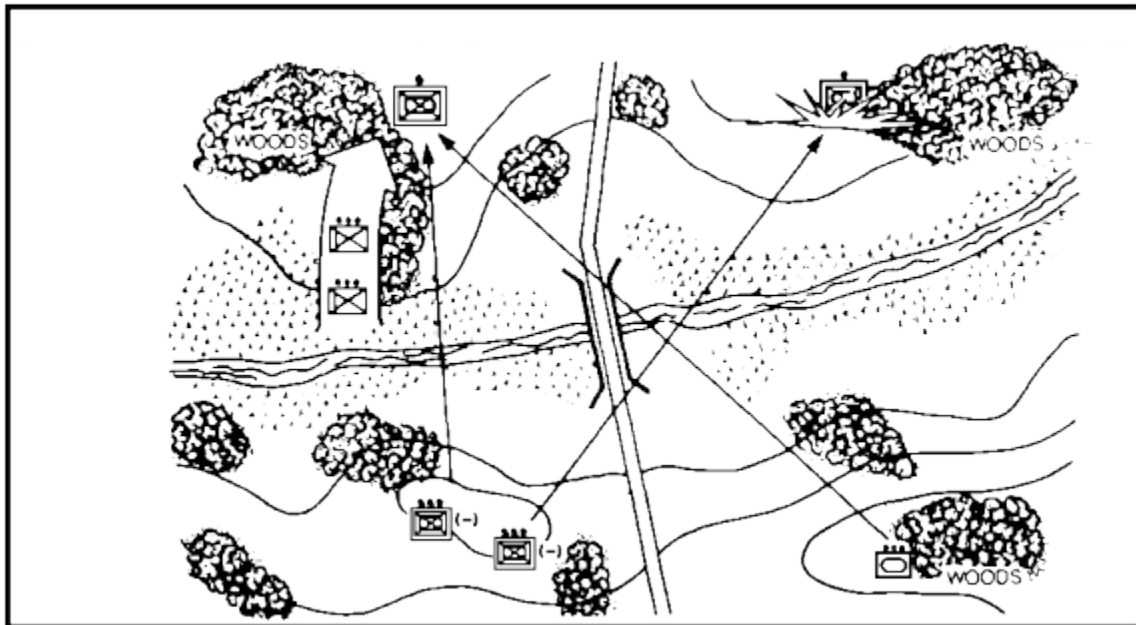
Regardless of the method or combination of methods used, you must organize your force to maximize the capabilities of both your mechanized infantry and tanks.

- The role of attached mechanized infantry in tank-heavy teams is to assist the advance of the tanks by--

    - Breaching or removing antitank obstacles.

    - Assisting in the neutralization or destruction of enemy antitank weapons.

    - Designating targets for the tanks.

    - Protecting the tanks against enemy infantry and handheld antitank weapons.

    - Leading the attack dismounted when necessary.

    - Clearing and assisting in the consolidation of the objective.

- The role of attached armor to infantry-heavy teams is to assist the advance of your infantry by--

    - Providing mobile protected firepower to assist the team's advance.

    - Neutralizing or destroying hostile weapons by fire and movement.

    - Clearing paths for dismounted infantry through wire.

    - Neutralizing fortified positions with direct fire.

    - Supporting dismounted infantry by direct fire.

    - Providing protection against long-range antitank fire.

    - Leading the attack whenever possible.

The mobility and armor protection of the BFV will help you move your infantry across the battlefield quickly. There are basically three choices of dismounted points available to you. These are:

- Short of the objective. This is usually not within range of small arms and handheld antiarmor weapons. Tactical conditions may force you to seek a dismount point short of the objective. You should look for an easily recognizable area that provides cover from enemy direct fires. If possible, it should be out of hand grenade range and outside the acceptable safety limits of your supporting fires. You should consider the following advantages and disadvantages.

    - Advantages:

        - Dismounted infantry are protected from small arms and observed indirect fires while dismounting.

        - Troops can be oriented as they approach the objective.

        - Control can be established in the dismount point.

        - Supporting artillery and mortar fire can suppress the enemy while the infantry is dismounting.

- Disadvantages:
  - The dismounted infantry are exposed longer to enemy small arms and indirect fire as they move forward in the assault.
  - Suitable dismounting points are likely to be targeted for enemy indirect fires.
- Dismounting on the objective. This form of attack should be undertaken if surprise has been achieved or the enemy antiarmor defense is weak.
  - Advantages:
    - Greater speed and shock action.
    - Infantry remain protected longer from enemy small arms fire.
    - Supporting fires can continue longer.
  - Disadvantages:
    - There can be difficulty in orienting in BFVs to their specific objectives.
    - There can be difficulty in establishing control at the dismount point.
    - The BFV is particularly vulnerable to short-range antiarmor weapons.
    - A high volume of suppressive fire is required to support the infantry when they dismount.
- Dismounting once through the objective. The occasion may arise when a mounted attack may be more effective if dismounting is carried out after passing through the objective. The state of the enemy antiarmor defense will dictate whether this is feasible. You should consider the following advantages and disadvantages:
  - Advantages:
    - The infantry fight will start form an area and direction unexpected by the enemy.
    - The troops can be oriented more readily on their objective.
    - Control is more easily established when not on the objective.
    - The shock effect on the enemy of mechanized troops moving through their position is likely to be considerable.
  - Disadvantages:
    - This method may run afoul of enemy positions in depth.
    - A suitable dismount point might still be targeted for enemy indirect fires.
    - There is a danger of fratricide from the assaulting troops.

- It is still desirable to face the BFV toward the objective before dismounting, but the act of turning around makes them more vulnerable and changes the relative positions of assaulting infantry commanders/leaders, and possible tanks.

- Assaulting BFVs are very vulnerable as they move through the enemy position.

When considering where to dismount, your aim should be to keep the infantry mounted as long as it is tactically sound to do so.

Having planned where you expect to dismount, you must be prepared to change that dismount point if the situation dictates. You must be well forward so that you can personally judge the situation and make the appropriate decision. The BFV offers the means to carry your assaulting infantry on to, or as near as possible to, your objective, fresh and fit to fight. The demoralizing effect on the enemy of the sudden arrival of mechanized infantry, closely supported by tanks, will often decide the outcome of the battle.

Tanks usually lead an integrated formation. You must consider the distance desired between the tanks and BFVs before starting the assault. This distance is based on METT-T.

- Mission. If the mission required rapid, closely controlled movement and closely coordinated, dismounted infantry action, the BFVs will be alongside or closely following the tanks.

- Enemy. The type of enemy unit you are assaulting influences the location of the BFVs in the assault.

- Terrain. If the terrain is rolling or rough, affording numerous defilade positions, your BFVs may accompany or closely follow the tanks.

- Troops. Your task organization will also influence your formations and the relative position of your BFVs. Few or no tanks will require BFVs in the assault spearhead.

- Time. The less time you have, the closer your BFVs must be to the tanks. This cuts down reaction and response time and permits faster reorganization.

OTHER TACTICAL TECHNIQUES AND CONSIDERATIONS

Optimizing Your Fires While Avoiding Enemy Fire. Threat tactics show that you must locate and destroy his antiarmor vehicles to defeat his defenses. The success of your attack is determined by how well you optimize your antiarmor fires.

The Tank. The tank is your best assault and the best antiarmor weapon. It will habitually lead your attacking force unless the terrain or enemy prevents its forward movement; then infantry will dismount and lead, while tanks and APCs/BFVs provide overwatch. Do not employ your tanks along the open, high-speed avenues of approach, unless you are able to suppress enemy antiarmor fires or obscure your movement by smoke. Accurate ATGM and tank fire make any exposed assault over open terrain prohibitive.

The BFV. Your TOW missiles and 25-mm cannon of the BFVs provide direct fires on identified targets. You will normally not use the BFV as an assault weapon. Move your BFVs far enough behind

your leading element to gain a degree of protection, yet FAR ENOUGH FORWARD TO BE ABLE TO QUICKLY PROVIDE ANTIARMOR SUPPORT FOR LEADING ELEMENTS. (See Figure 20.)

The Dragon. The Dragon provides additional antiarmor fire for your infantry platoons. They give the infantry platoon an ability to defeat enemy armor, fortifications, and weapons positions when tank and TOW missile fires are not available. The weight and bulk of the Dragon limit the number of rounds carried forward when dismounted. The Dragon's role is secondary to that of your two primary antiarmor systems, the tank and the TOW missile. Your Dragons and LAWs supplement these fires as necessary. Dragons normally accompany a dismounted maneuver element to destroy targets that cannot be engaged by overwatching tanks and TOW missiles/BFVs.

FIGURE 20. BFVs IN OVERWATCH.
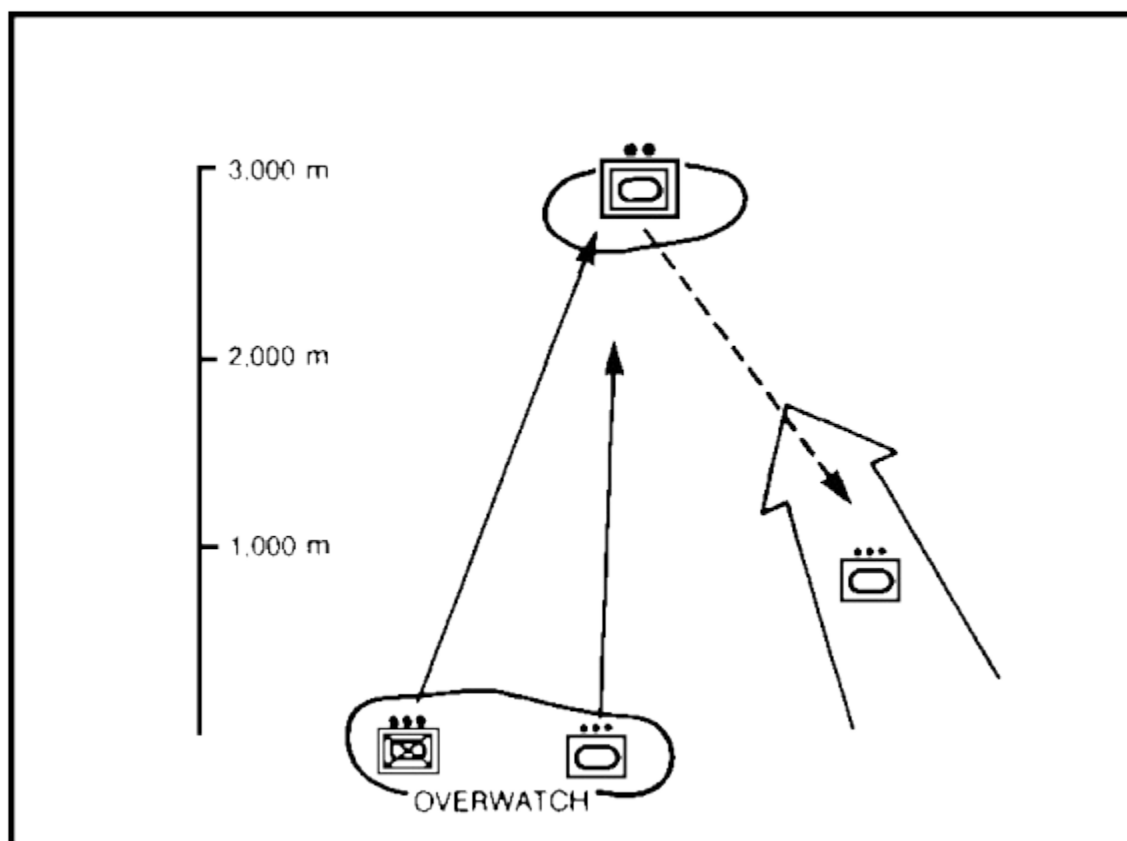
The LAW. The LAW is issued as a round of ammunition. Because of the light weight, ease of use, and the expendability of the launcher after firing, it is a good weapon to carry when the infantry dismounts. The LAW is the best infantry antitank weapon at ranges less than 100 meters because TOW missiles and Dragons have a minimum distance of 65 meters.

Fire Control. Basic rules for controlling fires include:

- Engage the enemy as rapidly as possible.

- Expose only those weapons actually firing.

- Distribute fires to ensure complete coverage of enemy targets.

● Engage the most dangerous targets first.

● Maximize coordination of artillery with direct fires.

● Avoid target overkill.

FIGURE 21. MAXIMIZE THE EFFECTIVENESS OF WEAPON SYSTEMS.
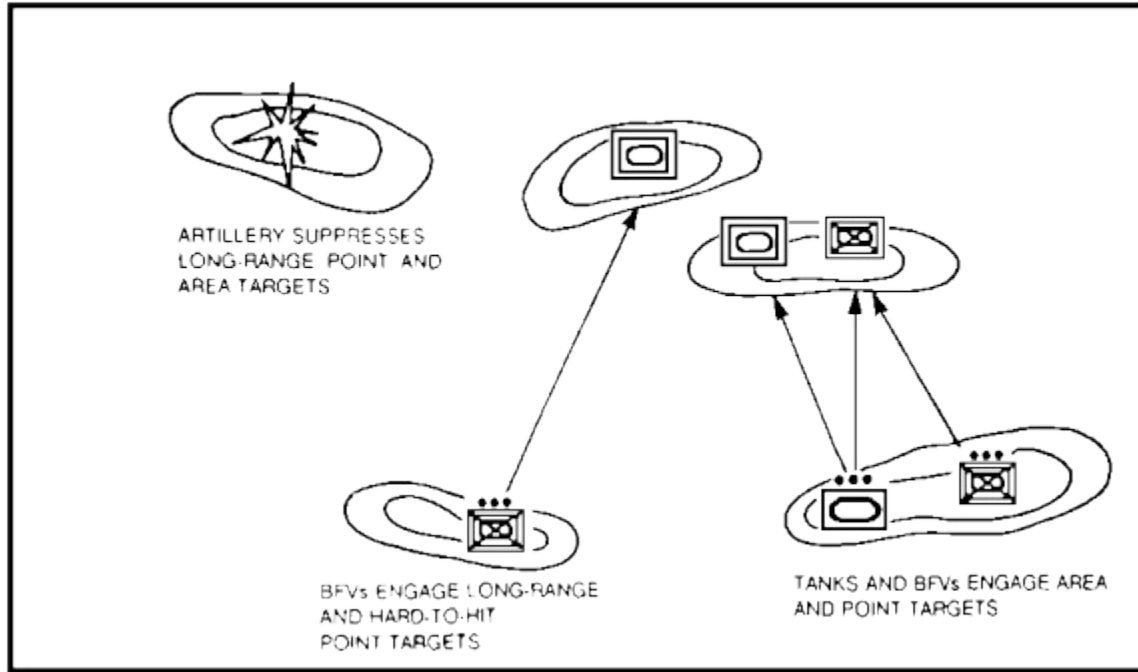
AVOIDING THE ENEMY'S ANTIARMOR FIRES

Use all available cover and concealment. If the enemy cannot see you, he cannot mass his fires to destroy you. Despite its obvious advantage, moving along covered and concealed routes extracts a price from you; your speed is reduced, your control problems are increased, and your unit is more vulnerable to handheld and other short-range infantry weapons.

Never skyline or move directly forward form a defilade position.

Avoid dusty terrain when possible; it betrays the movement of armored vehicles.

When you must cross an open area, first dismount personnel (with binoculars), and have them move to carefully observe the area for possible enemy positions before you emerge from cover. If enemy locations are identified or suspected, then suppress or smoke them prior to crossing.

When traveling at this speed...it takes about this long to travel 1,000 meters.

12 mph/20 kmph	3 minutes
15 mph/25 kmph	2 minutes and 30 seconds
24 mph/40 kmph	1 minute and 30 seconds
36 mph/60 kmph	1 minute

FIGURE 22. COMPANY TEAM USING AN ESCAPE ROUTE.
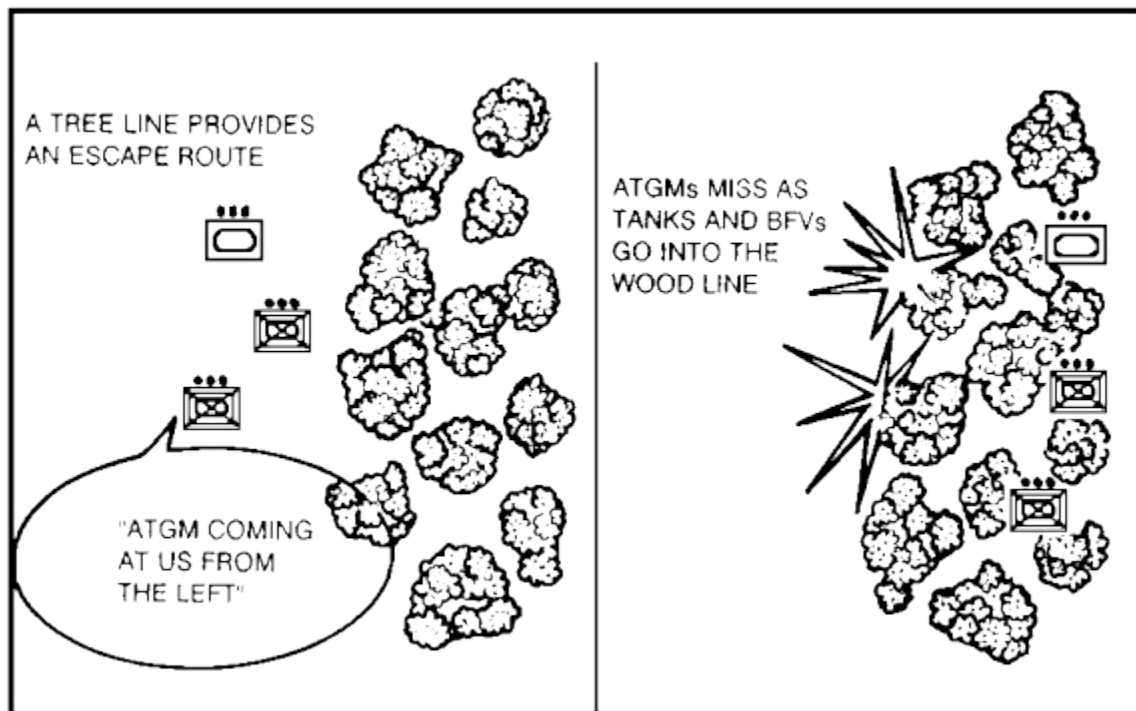
Cross open areas as rapidly as possible. Use rapid rushes from covered position to covered position. (If you are exposed for less than 30 seconds, it will be extremely difficult for an enemy ATGM gunner to acquire, fire, track, and hit you at a long range.)

In situations where use of covered routes would be too time-consuming, then at a minimum, plan routes that have escape valves available.

The enemy will use obstacles to canalize you into his kill zones and to slow your progress. DON'T ALLOW OBSTACLES TO PUSH YOU INTO FIRE SACKS. When faced with the possibility of being canalized by obstacles, remember to avoid open areas that could place you in his kill zones. When you expect extensive obstacles, infantry and engineers should be located well forward with the assault forces.

Artillery and mortars are your best means of suppressing antiarmor weapons. Indirect fire weapons have great flexibility in engaging targets, covering larger areas, are less exposed while firing, and are relatively easier to resupply.

Place indirect fire on top of the identified or suspected enemy positions.

When you don't know the enemy's position, use smoke near your force to degrade enemy point fires.

FIGURE 23. INDIRECT FIRE SUPPRESSING THE ENEMY.
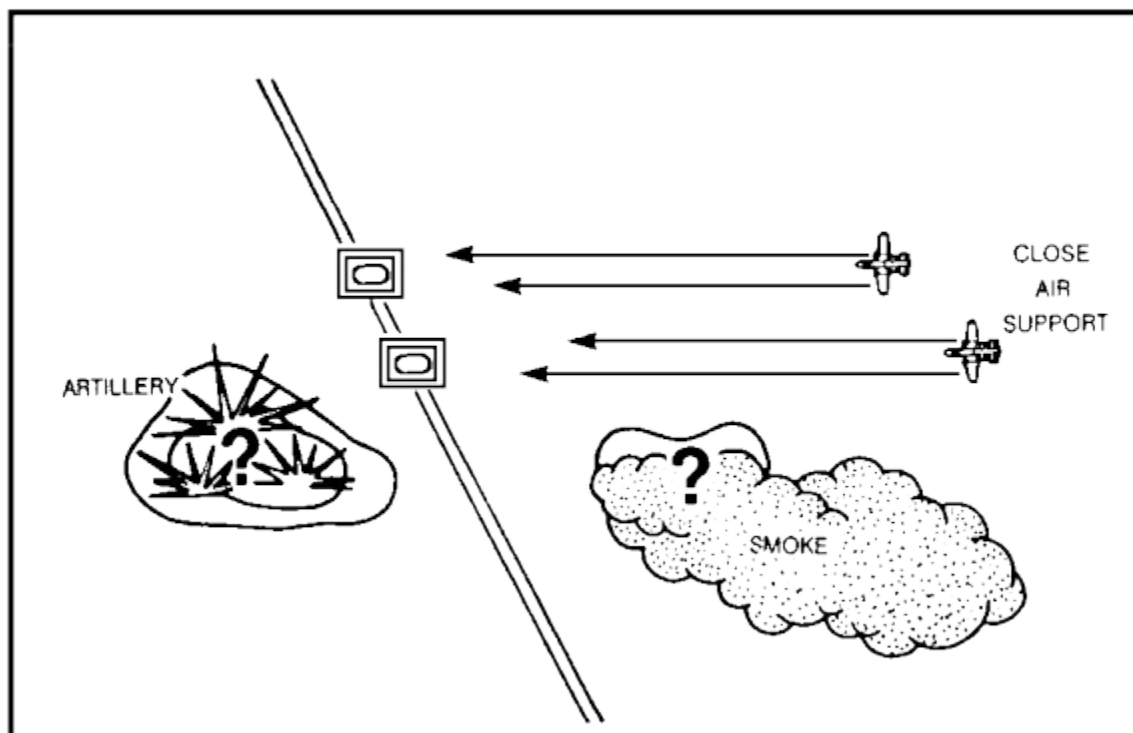
Direct fires complement indirect fires in suppressing enemy weapons. You strive to overwatch your movements with direct fires for a variety of reasons. Direct fires are immediately available. Even under ideal conditions, it will take 2 to 3 minutes to get indirect fires on target. By having direct-fire weapons overwatch, you can immediately suppress enemy fires. Direct antitank fires can destroy armored vehicles. Indirect fire weapons have only a limited ability to destroy armored vehicles.

It is difficult to accurately place point fires into an area where artillery is firing because of the dust and smoke generated by the artillery. However, obscuration can also degrade your ability to provide effective overwatching/suppressive fires.

In general, use direct fires for destroying close-in and protected point targets; use artillery to suppress longer range point and area targets, and to provide smoke to cover movement.

FIGURE 24. SMOKE OBSCURES ENEMY GUNNER'S VISION TO EXTENT THAT ACCURATE, CONTINUOUS TRACKING IS IMPOSSIBLE.
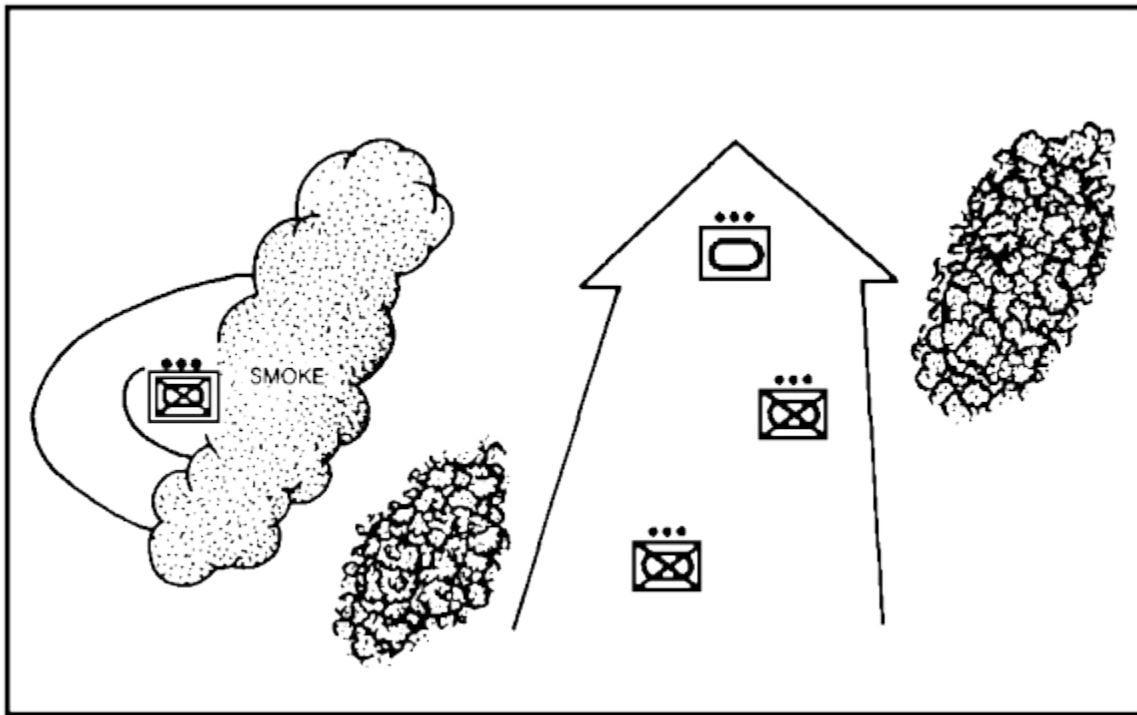
Learning Event 3:
IDENTIFY THREAT DEFENSIVE TACTICS

This learning event will highlight tactics used by the threat forces in their defense. The areas to be covered are: prepared defense, hasty defense, threat defense prior to the attack, during the attack and counterattack. Other areas include: threat withdrawal by breaking contact, using covering forces, rear security, or the main body.

THREAT DEFENSIVE TACTICS

"Know the enemy and know yourself, and in a hundred battles you will never be in peril. When you are ignorant of the enemy but know yourself, your chances of winning or losing are equal. If ignorant both of your enemy and yourself, you are certain in every battle to be in peril." Sun Tzu. 400-320 BC, The Art of War.

Knowing the enemy's intentions, capabilities, and tactics is very important when planning and conducting an operation. It is, after all, threat actions on the battlefield that cause you to react as you do in a given situation.

Prepared Defense. The first forces you will encounter is the security echelon. These forces report your movement, attempt to canalize your approach, strip away reconnaissance. They may include tanks, reconnaissance vehicles, infantry carriers, and dismounted elements in the security echelon. Once you

have fought your way through the security echelon, you will encounter the main defense zone as illustrated in Figure 25.

FIGURE 25. MOTORIZED RIFLE BATTALION IN A DELIBERATE ZONE.
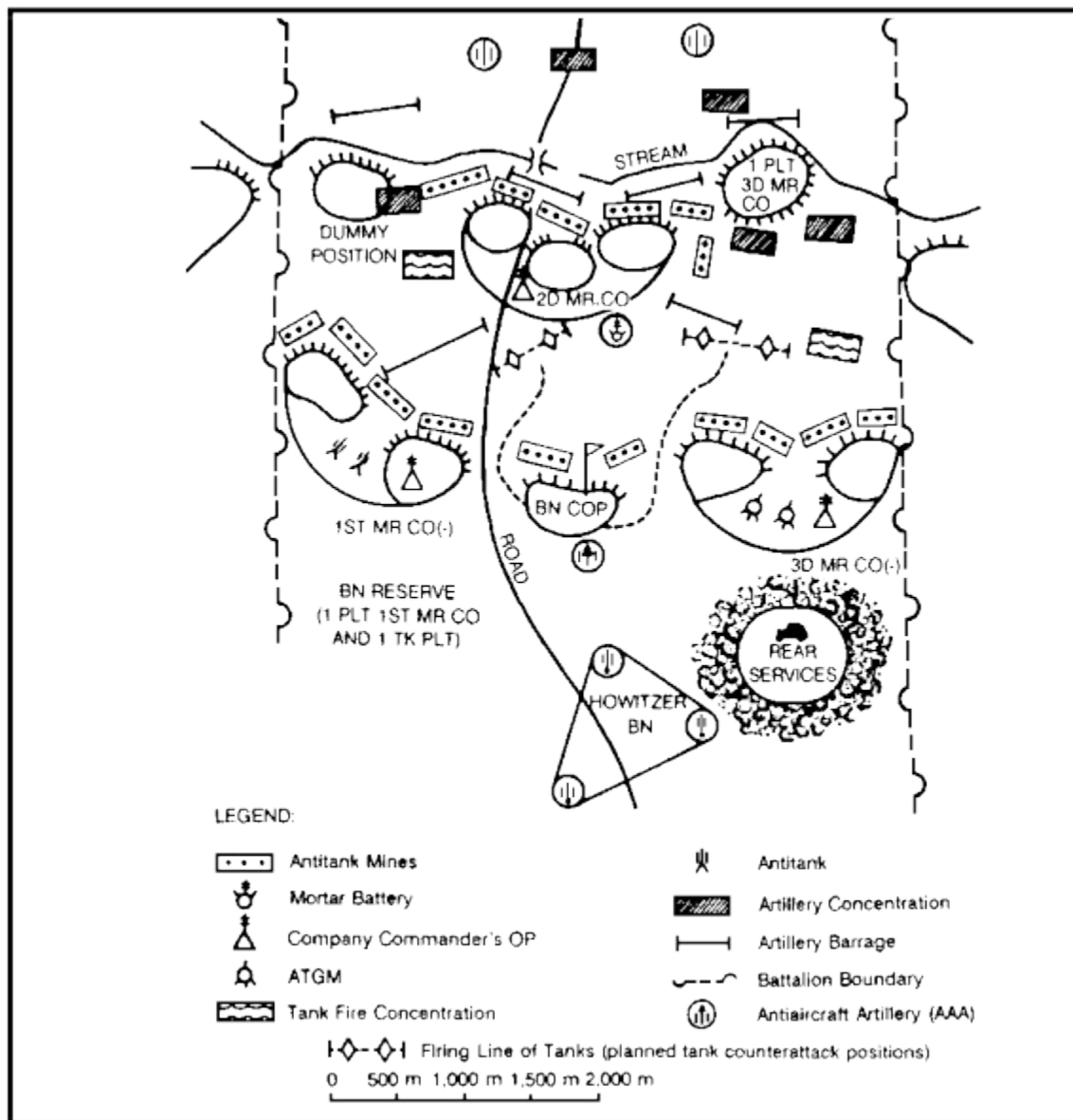
The motorized rifle battalion (MRB) could also defend with two companies forward and one farther back. Based on METT-T, the threat battalion is usually assigned a frontage of 3,000 to 5,000 meters, with a depth of approximately 2,000 meters. The defense area is organized in a single echelon. The companies are deployed in platoon strongpoints on armor restrictive terrain. In addition to the battalion organic weapons, first-echelon battalions are normally reinforced with a tank company and ADA elements from the regiment. Figure 26 depicts the threat forward companies.

FIGURE 26. THE MOTORIZED RIFLE COMPANY STRONGPOINT.
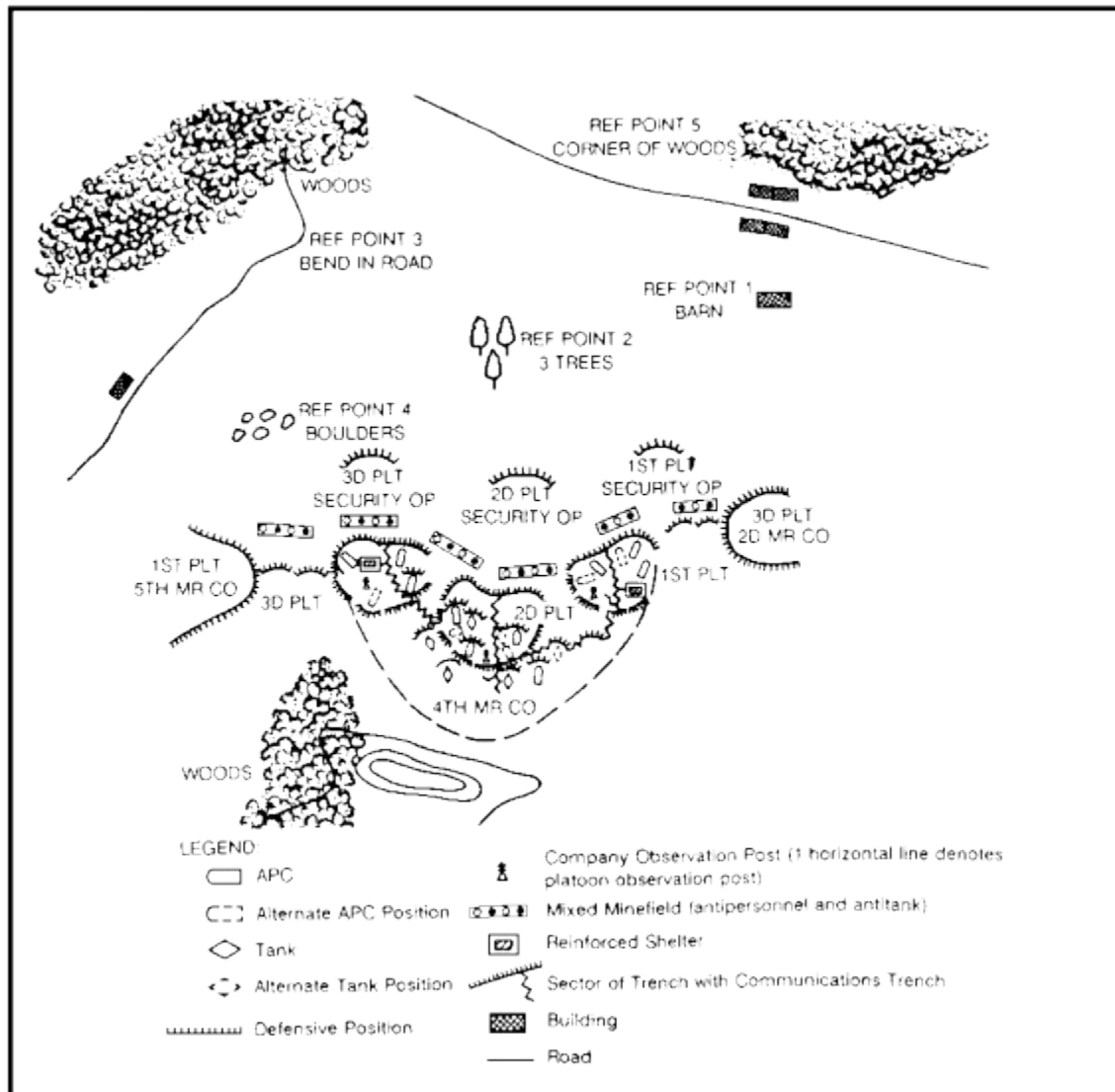
Regimental antitank reserves occupy assembly areas near the regimental command post with up to four deployment areas prepared for occupation. The areas between strongpoints are not really gaps but fire sacks. These sacks are preplanned in front of and within the battle area and are covered by flanking antiarmor fires, if possible. Fire sacks are kill zones for armored formations. To maximize fires into these packets, each antitank weapon has an assigned primary and secondary sector of fire. In addition, commanders at all levels make extensive preparations and plan to maneuver antitank weapons to maximize their fires against any penetrations.

Mines and obstacles are used to canalize you into his kills zones, to slow your movement once you are in the kill zones. These mines and obstacles will also protect their strongpoints. Areas that cannot be covered by direct fires are covered by outposts and patrols.

In some instances, the BMPs of the forward platoons will be positioned with the rear platoon providing overwatching fires. There is extensive trench work in the rear platoon area. All infantry are dug in as well as time permits. Communication trenches are dug laterally between platoons and to the company

headquarters. Alternate positions are prepared. Both tanks and BMPs will be dug in. A company occupies a position approximately 500 meters wide by 250 meters deep. Platoons are broken down into squad strongpoints with up to 100 meters between squads.

FIGURE 27. THE PLATOON DEFENSIVE POSITION.
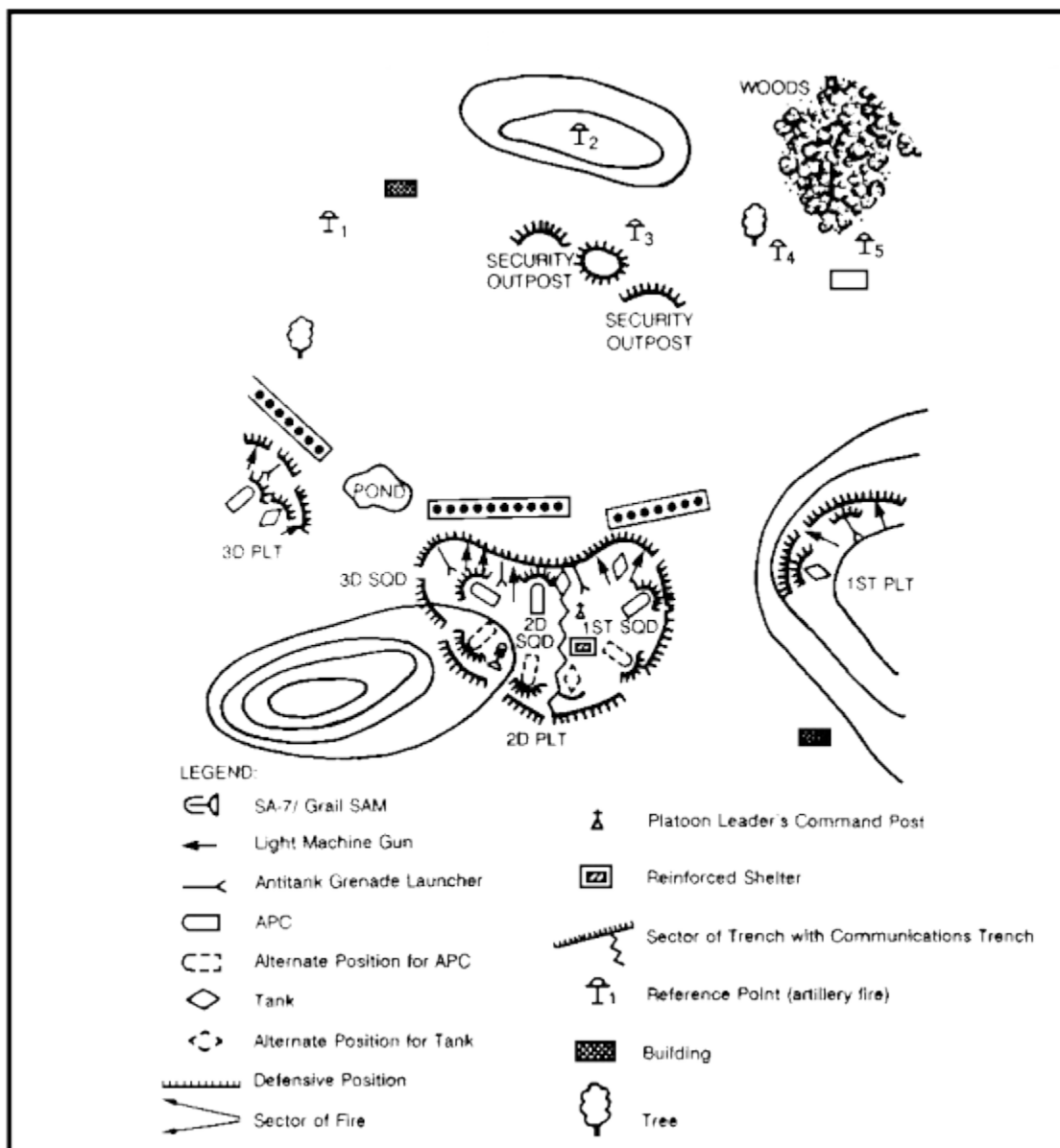
Hasty Defense. Some differences between the deliberate and hasty defense are the width of the front is smaller (3 kilometers versus 5 kilometers for a motorized battalion) with smaller gaps between positions.

THREAT DEFENSIVE FUNDAMENTALS

Hold at All Cost. First-echelon regiments and below are required to stubbornly defend their position even if by passed.

<u>Destroy Tanks</u>. Threat doctrine stresses that the destruction of our tanks will cause an attack to collapse, therefore, antitank weapons are given first priority in positioning.

<u>Use Obstacles and Firepower</u>. Threat doctrine emphasizes maximum use of terrain to strengthen his defenses. He wants to canalize you into fire sacks where the massed firepower of tanks, antiarmor weapons, and artillery can be used to destroy you.

<u>Retain Reserves</u>. Mobile antiarmor reserves are retained in the second echelon to block penetrations. At battalion level and above, tank reserves are retained to conduct counterattacks.

THREAT DEFENSIVE DEPLOYMENT

The threat recognizes two types of defense. The prepared defense, which is utilized when the advance is going to be halted for more than a few hours. The hasty defense, which is most often utilized by the first-echelon units in offensive action when their advance has been stopped. The major difference between the two types is the size of sectors, number of engineer assets, and location of tanks.

- Tanks are located farther back in defensive positions because there is not enough time to dig in.

- There is less use of trenches, obstacles, and mines.

- Simpler fire plans are prepared for both antiarmor and artillery fires.

- The security zone does not extend as far forward and is not as strong.

These differences are, of course, in degree rather than in design. For example, individual positions will be prepared and hasty obstacles and mines emplaced and improved as time and situation permit. It follows that the longer a unit is in a hasty defensive position, the more that defense will resemble a deliberate defense.

CONDUCT OF THE DEFENSE

<u>Prior to Your Attack</u>. Threat forces will fire intense counterbattery fires to preempt and, if possible, neutralize our artillery preparations. Possible assembly areas will be targeted. Troops in defensive positions will occupy shelters to protect against nuclear, chemical, and conventional fire. Radio-listening silence is maintained throughout this phase.

<u>During Your Attack</u>. As soon as your attack is launched, fire from all the enemy's available weapons will be brought to bear against you. His first-echelon battalions will not withdraw even if bypassed or surrounded. Threat forces are taught to establish a 360-degree defense. As penetrations are made, the second echelon and reserve may deploy to counterattack or may move to block our penetration from alternate positions.

Thrust will be attacked in the flanks by tank and antitank reserves. Hasty minefields may be laid to contain the penetration. Chemical and nuclear strikes may be used against dangerous thrusts. Illumination will be used as necessary to support night operations.

The Counterattack. Counterattacks are planned at every level. Counterattacks require the authority of the next superior commander before they can be launched. Counterattacks will generally be launched from a flank often using a switch position as a deployment line.

HOW THE THREAT WILL WITHDRAW

A threat commander accepts the fact that a withdrawal may be necessary to create a favorable situation for counterattack. All withdrawals require the authority of the next superior commander.

Breaking Contact. Withdrawals take place at night whenever possible. They are covered by intense artillery fire and airstrikes, and may be preceded by local counterattacks. If carried out in daylight, they are normally hidden by smoke.

Covering Forces. The withdrawal of the main body is covered by motorized rifle and tank platoons left in the forward battalion areas to portray an unchanged defense. Covering detachments left in contact withdraw when the main body has passed through the rear security.

Rear Security. A rear security force, reinforced with tanks, occupies a defensive position astride the withdrawal routes before the main body begins to move. It moves back occupying a series of preplanned defensive positions holding each for a specified period. Flank security of units is used throughout.

Main Body. The main body usually withdraws directly to its next defensive position in march column without occupying any intermediate positions.

Threat defenses are based on a series of mutually supporting defensive positions protected by mines and obstacles with interlocking fields of fire from blank units and supported by fires from artillery and mortars. The main strength of this defense comes from the collective strength of the mutually supporting positions rather than the strength of individual strongpoints. However, it must be emphasized that what has been presented represents the doctrinal basis for threat force defense at battalion and lower levels. What you might actually find on the battlefield will depend on local circumstances.

Learning Event 4:
IDENTIFY TACTICAL MOVEMENT AND CONTROL MEASURES

This learning event will provide information on the considerations governing the conduct of tactical movement; company team missions; combat formations; and movement techniques.

CONSIDERATIONS

The company team will take in consideration the following elements during conduct of a tactical movement to contact and the approach phase of attack:

- Reconnaissance.
- Dispersion.
- All-round security.
- Cover and concealment.
- Speed.
- Observation and fields of fire.
- Maneuver space.
- Command and control.

<u>Reconnaissance</u>. "Many tanks are lost through the failure of the crews or the platoon leader to make foot reconnaissance. Before exposing a valuable tank and the lives of its crew to the danger of destruction by crossing an area unreconnoitered, a reconnaissance with glasses should be made. Here again we have the question of haste and speed. It may seem a waste of time to take a look, but it is certain death to get on the front slope within effective range of undiscovered antitank weapons or lurking enemy tanks." LTC G.S. Patton, Lettered Instruction No. 3, 20 May 1944.

<u>Dispersion</u>. Dispersion gives you increased ability to react flexibly and protect your force from losing its freedom of maneuver. The faster your force moves, the more dispersion in depth it must have. Lateral dispersion decreases your control and ability to move rapidly, but increases flank security. You should disperse your force laterally and in depth when the enemy situation is unclear or the terrain is very open. This allows you to make contact with the smallest element possible.

<u>All-round Security</u>. You must always maintain all-round security while moving. Your fighting vehicles and dismounted infantry orients their weapons to the front, flanks, and rear. Air guards constantly search for approaching enemy aircraft. All local security measures supplements the security forces established by higher headquarters. These measures provides early warning of enemy activity. Flank and rear security may be used when your unit task force is moving independently.

<u>Cover and Concealment</u>. In spite of years of instruction, tanks will go up tank lanes such as cart track, open river bottoms, small roads or paths, or along hedges--all of which any intelligent antitank gunner will have arranged to over. Due to maneuver experience, tanks seek visual cover afforded by bushes, failing to remember that these do not stop bullets. The only cover behind which a tank has any security is that afforded by earth defilade.

<u>Speed</u>. Once your coordinated attack has begun, your assault must close with the enemy as rapidly and violently as possible. The slower you are moving forward, the longer you will be exposed to enemy fire. This gives the defender time to react and reposition to defeat your assault. Speed increases the momentum of your attack, but it also degrades your control and limits your ability to react. Nothing chokes a kill zone faster than a headlong charge into an unexpected obstacle.

<u>Observation and Fields of Fire</u>. Your overwatch element must have adequate observation, long-range weapons and sights, and fields of fire to suppress enemy resistance.

Maneuver Space. The avenue of approach you select must provide adequate maneuver space for your company. A two-lane road is an adequate avenue for a division, provided there is no enemy resistance. A company team making a movement to contact or hasty attack will generally need a maneuver corridor 800 to 1,200 meters wide. This is greatly dependent on the terrain and the enemy. Maneuver formations will be explained in greater detail in combat formations.

Command and Control. Officers and noncommissioned officers must oversee and ensure that all weapons of their respective commands are functioning. They cannot see this by simply accompanying the movement; they must direct it. You and the company chain of command are on the battlefield to control your unit. Your selection of maneuver formations and speed of movement must balance your need for control with the tactical requirements of terrain and enemy resistance.

COMPANY TEAM MISSIONS

The Team as a Maneuver Element. The company team is normally given the mission of seizing an objective. The objective may be occupied by enemy forces or undefended. Continued maneuver, attack by fire, or bypass is conducted form this objective.

The Company Team as an Overwatch or Support-by-Fire Element. Frequently, the company team will be given the mission of overwatching or supporting by fire the maneuver or assault of other company teams. The task force commander gives the company team a battle or overwatch position for this mission. The company observes and provides information about the enemy to the maneuver element. It places destructive, suppressive fires on known and suspected enemy positions, adjusts indirect fires to support the maneuver force, protects it against counterattacks, and provides any other assistance.

Coordination with the assault team(s) is critical. Face-to-face coordination, to include joint-leader reconnaissance and attendance at orders is done if at all possible so the overwatching commander completely understands the scheme of maneuver and fires of the assault team(s).

If reconnaissance of one support-by-fire position is possible, a detailed scheme of occupation and a fire plan should be made.

Fire Control. Graphic control measures permit the overwatch element to stay aware of the location of the maneuver force to preclude fratricide. Colored smoke, flares (for thermal sights), and pyrotechnic signals are used to mark targets and to indicate shifting or lifting fires.

The Team as a Task Force Reserve. The company team may be designated as task force reserve and move in the depth of the task force formation. Its general location is normally specified, as are possible missions of the reserve. The commitment of the reserve is the most critical decision of the task force commander. The reserve may be assigned one or more of the following missions/tasks:

- Assume the mission of an attacking company team.

- Attack form a new direction.

- Support the attacking company team(s) by fire.

- Clear a position that has been overrun or bypassed by the attacking company team(s).

● Maintain contact with adjacent units and flank security.

● Provide flank security to the task force.

● Protect or assist during the consolidation on the objective.

● Guard and evacuate prisoners.

FIGURE 28. COMPANY TEAM OVERWATCH AS PART OF THE TASK FORCE ATTACK.
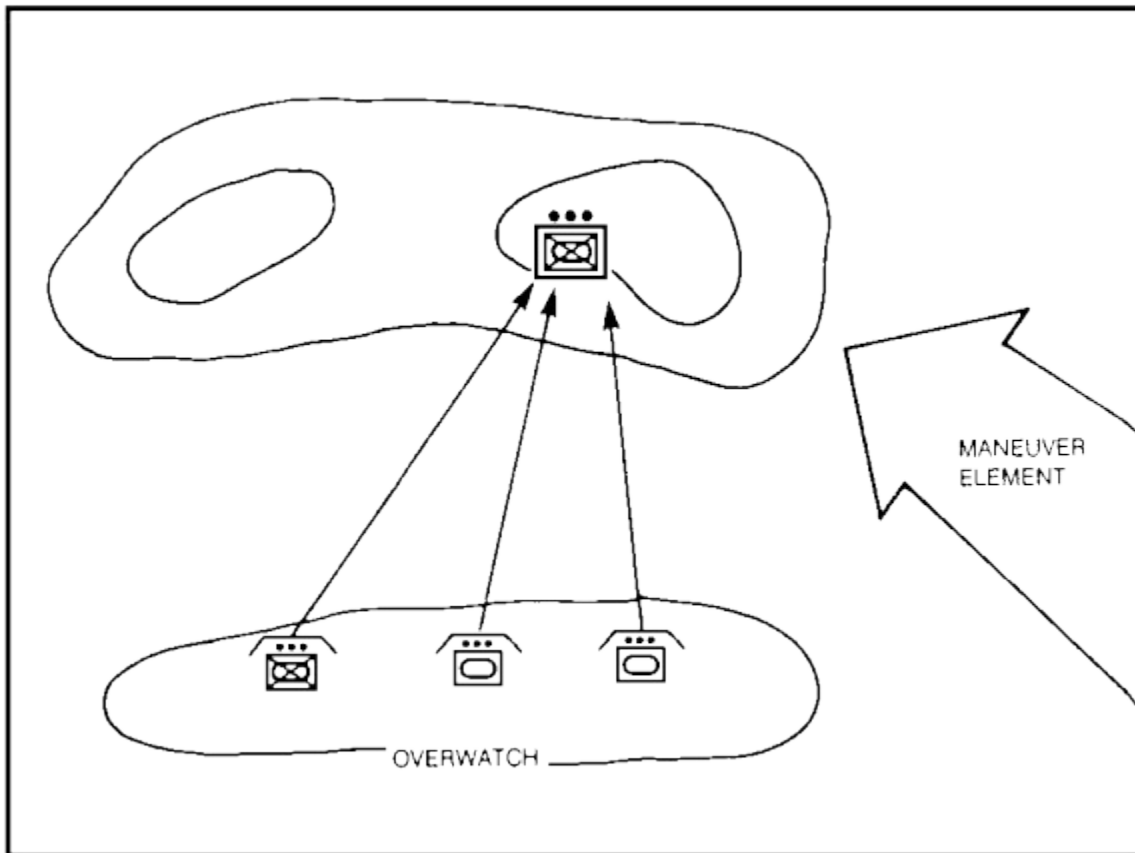
● Protect key intersections and bridges.

● Block a counterattack.

As with the overwatch mission, face-to-face coordination with the lead company team commanders is made if at all possible.

The team maintains its position but does not become decisively engaged by enemy action against the lead company teams. Traveling and traveling overwatch is used; leaders move near the front of their formations to facilitate control and reactions.

COMBAT FORMATIONS

By designating the formation to be used by your company team you:

● Establish the relationship of one platoon to another on the ground.

- Express where you envision the enemy to be and how you intend to react to contact.

- Establish where you want your firepower.

- Establish the degree of security you desire.

There are five basic combat formations (combat column, wedge, vee, echelon, and line) you can use at the company team/platoon level. Your formation need not be the same as the task forces unless you are so directed. For example, the task force could be advancing in a column while one or more of its companies was advancing in a wedge formation. Similarly, your platoon leaders will select the formation they think most appropriate for the current situation, unless you direct otherwise.

A combat formation is not rigid. Terrain and common sense will frequently dictate minor modifications. The following examples of combat formations are to be considered only a general guide. During a movement to contact, for example, greater dispersion provides better security, more flexibility, and more time to maneuver your forces in response to enemy contact.

Combat Column. This formation is a modification of the standard column formation whenever there is a possibility of enemy contact and the terrain allows for dispersion. This formation increases security against enemy air and artillery attacks by its greater dispersion. It also--

- Provides good security and permits maximum fire to the flanks, but restricts fire to the front.

- Facilitates control.

- Facilitates rapid deployment in other formations.

- Provides the depth/time needed to deploy your platoons once enemy contact has been made.
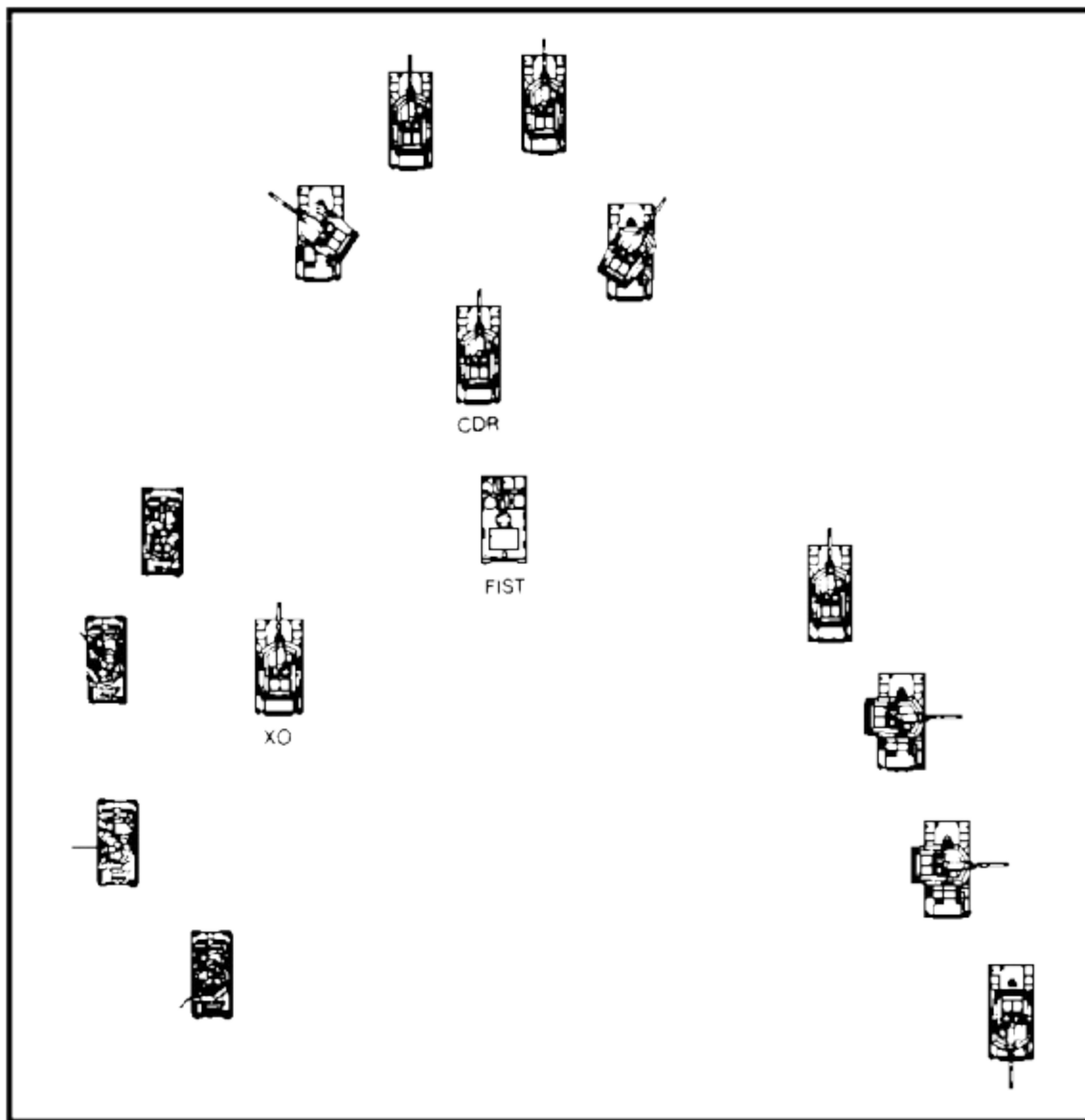
- Facilitates rapid movement.

(See combat column formation.)

**FIGURE 29. COMBAT COLUMN FORMATION.**

● Wedge.

  ● Permits excellent fire to the front and good fire to each flank.

  ● Facilitates control.

  ● Permits sustained effort and provides flank security.

  ● Is often used when the enemy situation is vague and contact is imminent.

FIGURE 30. WEDGE FORMATION.

● Vee.

    ● More difficult than the wedge to maintain orientation.

    ● Control is difficult in wooded areas.

    ● Provides more firepower to the front than the wedge and good fire to the flanks.

    ● Maintains freedom of maneuver of one platoon after contact has been made and rapid transition to the assault.

    ● Facilitates rapid deployment into any other formation.

    ● Is used when the probability of enemy contact is high.

FIGURE 31. VEE FORMATION.
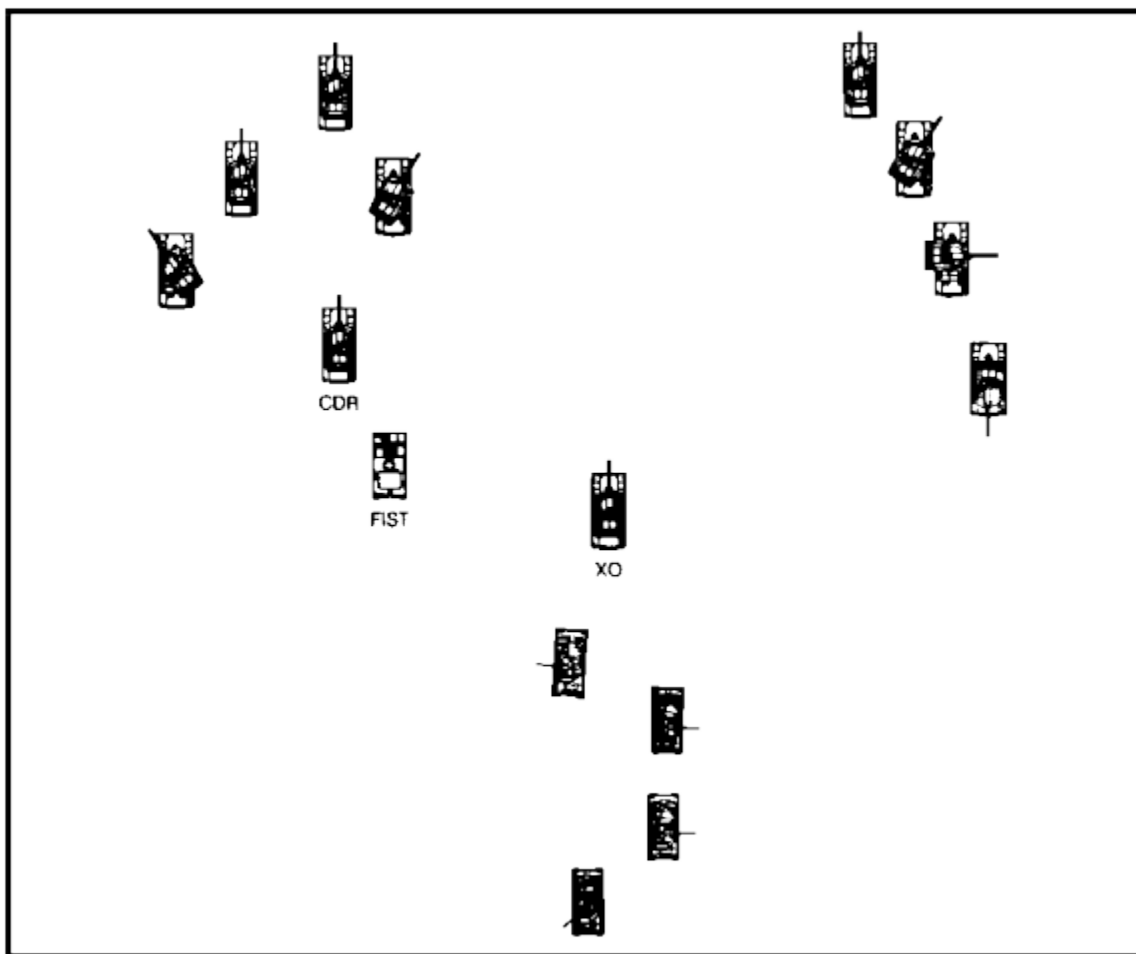
The line formation should be used when emerging from smoke, crossing crests, leaving woods, and assaulting an objective. It is used in supporting positions (overwatch and support by fire.) This formation--

    ● Permits maximum fire to the front or rear, minimum fire to the flanks.

    ● Is the most difficult to control.

    ● Is less secure due to the lack of depth.

● Permits closing on the objective in minimum time.

FIGURE 32. LINE FORMATION.
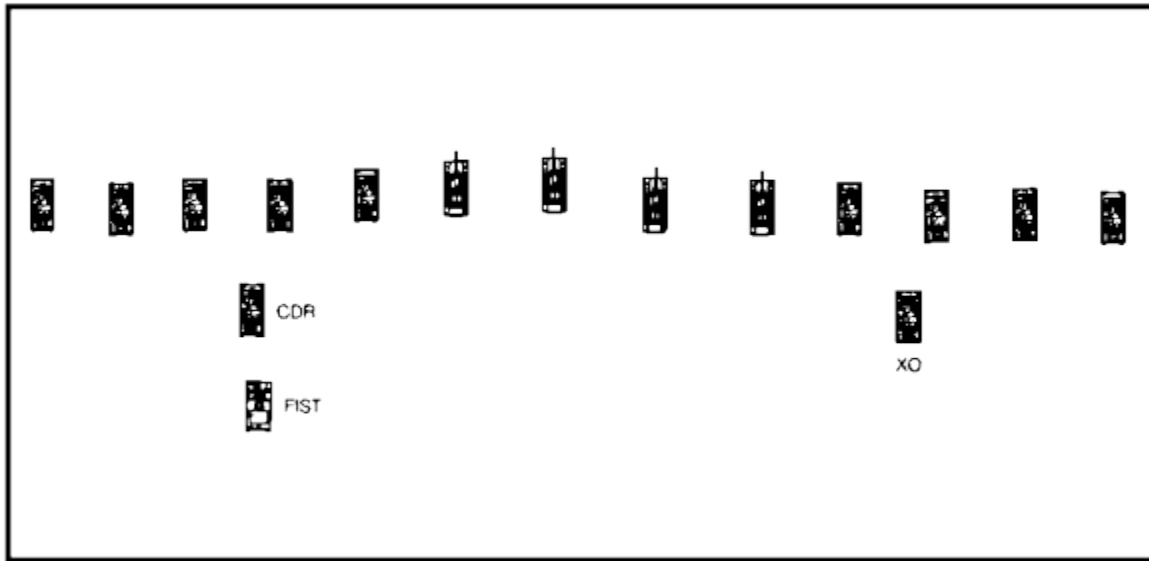
● Echelon.

  ● Similar to the column formation but with platoons staggered to the left or right.

  ● Control is difficult, especially in wooded terrain.

  ● Provides the best security to the echeloned flank for the higher formation.

  ● Is used when the task force faces a significant flank threat.

  ● Facilitates deployment perpendicular to the line of march.

Positioning of Platoons. The specific location of your platoons within the company team formation should be established by you, based on the factors of METT-T and the current situation. The location of specific tanks may be varied based on the platoon leader's estimate of the situation. Some basic considerations in positioning platoons include:

● Tanks lead the assault against automatic weapons, antipersonnel mines, wire entanglements, and enemy armored units.

● Tanks and infantry move together in the assault against entrenched infantry, jungle position, heavily fortified areas, towns, and villages as well as during periods of low visibility.

● Infantry and engineers lead the assault against constructed antitank defenses (such as tank ditches, abatis, and minefields), across defended river lines, through heavy woods within cities, and in mountainous terrain. Tanks and BFVs will provide overwatch and support by fire.

MOVEMENT TECHNIQUES

Tactical movement techniques are used in conjunction with formations. They allow you to establish the relative degree of security appropriate for your team's movement.

Learning Event 5:
IDENTIFY MOVEMENT TO CONTACT, CONDUCT OF THE ATTACK, ASSAULT, CONSOLIDATION, AND REORGANIZATION

The movement to contact is an offensive operation designed to gain or regain contact with the enemy.

CHARACTERISTICS OF A MOVEMENT TO CONTACT

- The enemy situation is vague.

- The unit conducting a movement to contact will lead with a minimum of its combat power forward, thereby freeing the bulk of its combat power to maneuver.

- The unit will use formations and movement techniques that allow for the greatest amount of flexibility and security.

ELEMENTS OF A TASK FORCE MOVEMENT TO CONTACT

A unit conducting a movement to contact is organized in two successive elements, a security force and the main body. This organization permits the depth of formation necessary to provide early warning and reaction time for the commander. Companies in the main body move using techniques that maximize control, speed, and flexibility. The main body is prepared to react to the situation based on the actions of the security force.

The security element, often referred to as the advance guard, performs a vital function for the task force. The advance guard company team protects the task force from surprise by observing and reporting enemy activity. It maintains surveillance, provides early warning to the main body, impedes and harasses the enemy with supporting indirect fires, and destroys enemy reconnaissance elements within its capability. The mission of the advance guard are to--

- Report contact to the task force maneuver.

- Collect all information on the enemy to expedite the commander's decision.

- Select tentative fighting positions for on-coming task force units to permit them to overwatch and suppress enemy defenses.

- Attempt to penetrate enemy security elements and reach and identify the enemy main force.

- Perform chemical and engineer reconnaissance.

- Bypass or breach in stride hasty obstacles.

The main tasks of the advance guard are to perform reconnaissance and forward security in addition to or in place of the battalion scout platoon. In relatively open terrain, a tank-heavy team, augmented by engineers, permits the greatest flexibility. This force has the firepower and versatility to develop the situation after enemy contact, breach minor obstacles, secure small terrain features, and clear villages and small wooded areas.

The lead company in a battalion task force movement to contact provides forward security to the task force. The specific tasks you are assigned and degree of risk you will accept depend on METT-T and--

- The task force commander's intent.

- The route or axis and rate of advance of the task force.

- The frontage to be covered by your company.

- The fire support available.

- Possible assistance from tactical aircraft and from air cavalry units or Army aircraft.

- The mission of the company team upon discovery of the enemy (hasty defense, fix the enemy, bypass).

You will often be expected to conduct a hasty attack to destroy small enemy forces that attempt to impede your advance. An SOP, consisting of simple battle formations (such as combat column and wedge), and battle drills (such as contact and action) is useful in dealing with light opposition.

Your company maintains continual observation to its front and flanks. You must advance with boldness and decision, being prepared to accept necessary losses in the discharge of your mission. You should never allow the greater part of your force to remain inactive on a road, in the open, or in front of an obstacle while your leading tanks engage the enemy at long range. Instead, deploy rapidly mass your available firepower against the enemy force and attack.

If you are unable to overcome enemy resistance quickly, the task force commander may require you to establish a base of fire to support the maneuver and attack by the task force. The attack may be an envelopment using your company team as a pivot or penetration. As the maneuvering force approaches the objective and the fires of your team are masked, you will move to a more advantageous position to support the assault.

When moving cross country, you should advance in combat column or wedge formation over a broad front. Moving in a combat column is preferred in less open areas since it provides greater security because of the formation's depth. If the terrain is rough, it may be necessary to move by bounds. Each platoon moves forward on the axis you assign, taking advantage of available cover and concealment, searching for indications of enemy activity, and employing reconnaissance by fire against possible enemy locations. If one of the platoons in the team meets resistance on its axis, those platoons nearest it support by fire. They should limit their maneuvering for better firing positions to their own respective axis if possible. If the resistance is too strong for the company team to overcome, you either request supporting fires from the task force and attack the enemy position or request permission to bypass the resistance after reporting its location and nature to the task force commander.

A night advance is conducted generally in the same manner as a daylight advance. Distances between elements are shortened, frontages may be reduced, the rate of advance is slower, and supporting fires are less effective; however, the possibility of gaining surprise is greatly increased.

ACTIONS ON CONTACT

A movement to contact operation often results in a meeting engagement. Such engagements occur when contact is made with the enemy suddenly, with little or no prior information concerning his size, location, and disposition. The enemy force may be stationary or moving. When contact is made, your reaction in the first few seconds/minutes may determine if you win or lose the fight. A number of actions must take place immediately.

<u>Return Fire, Deploy, and Report</u>. The platoon under fire moves aggressively using fire and movement to suppress the enemy, seeks covered and concealed fighting positions, and establishes a base of fire. These actions will be accomplished through battle drills executed by the platoon and section or squad. The platoon leader reports contact to the company team commander. The overwatching platoon returns fire immediately. The company team FSO requests indirect fires on the reported enemy position.

<u>Develop the Situation</u>. The element in contact continues the fight and gains information. The density and type of enemy fire, position(s) and orientation of obstacles, and other terrain information tells much about the enemy. The element in contact must be audacious without being rash. Your platoon in contact reports all information to you. You move to a vantage point to see the situation personally, if possible. Your XO reports the situation to the task force. If the platoon in contact is unable to maneuver or develop the situation, you will maneuver another platoon(s) and use indirect fire to put pressure on the enemy in an effort to develop the situation.

<u>Choose a Course of Action</u>. Based on your estimate of the situation, you will recommend one of the following courses of action to the task force commander:

- Continue to develop the situation further.
- Conduct an ambush.
- Conduct a hasty attack to one flank of the enemy.
- Bypass.
- Fix the enemy while the task force bypasses or conducts a hasty attack.
- Hasty defense.

CONDUCT OF THE ATTACK

"Battles are won by fire and by movement. The purpose of the movement is to get the fire in a more advantageous place to play on the enemy. This is from the rear or flank." George S. Patton, Jr., <u>War As I Knew It</u>, 1947.

ACTIONS OF THE COMMANDER IN THE ATTACK

Leaders must lead. This does not mean being the first vehicle in the unit but does mean being able to see the progress of the lead platoon in your team. Your main function on the battlefield is to command and control your company. You must go wherever and accept whatever risks necessary to perform that function. By all means use cover and concealment to position yourself but move to where you can see the fight and control your unit.

Your commander relies on you to keep him advised of all changes in the situation. Your XO assists you in this task. He stays on the task force net and monitors the team's internal net to stay abreast of the tactical situation.

METHODS OF ADVANCE

Movement in Mass. Wherever and whenever possible, tanks proceed rapidly in mass to the objective without halting. You can reduce casualties by shortening the time of exposure to enemy fire, by rapid movement to the objective, and by keeping the objective covered with supporting fire.
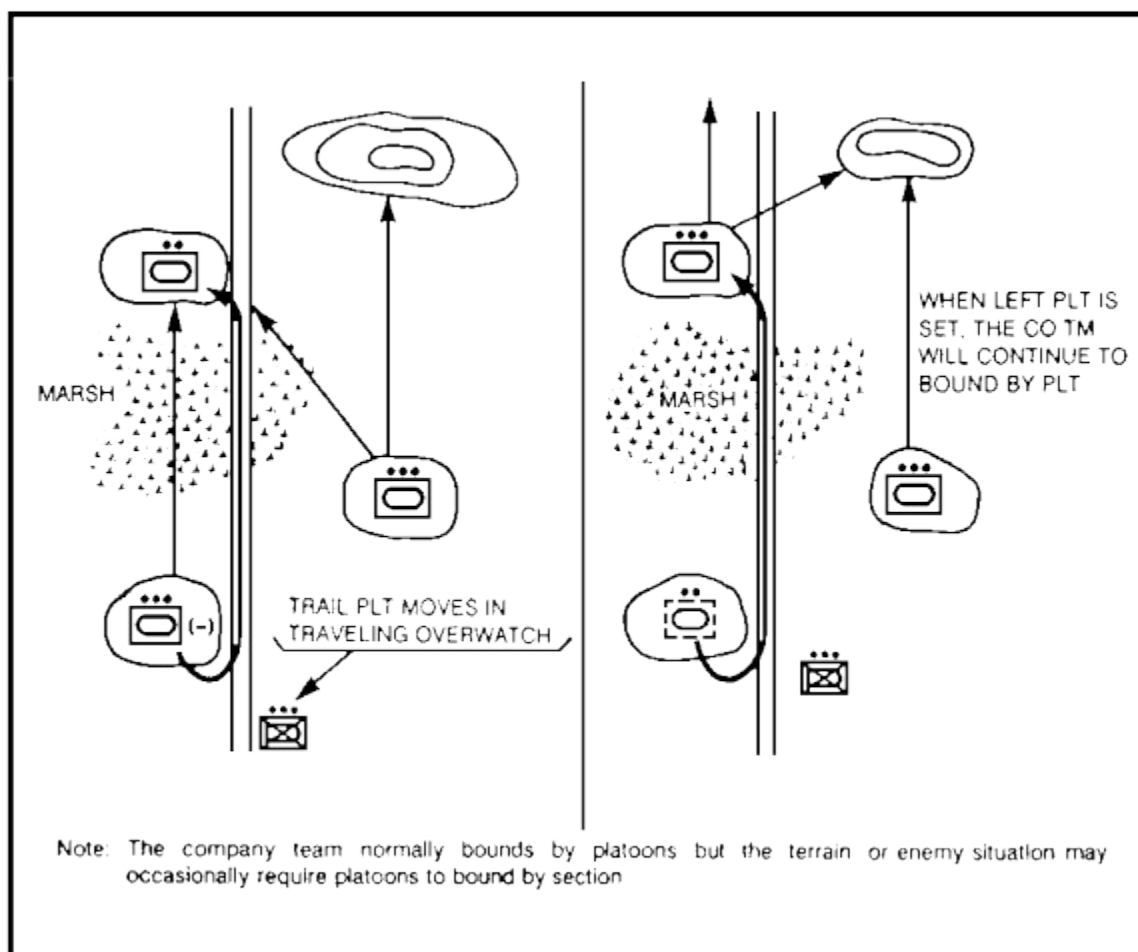
FIGURE 33. COMPANY TEAM MOVING IN MASS.
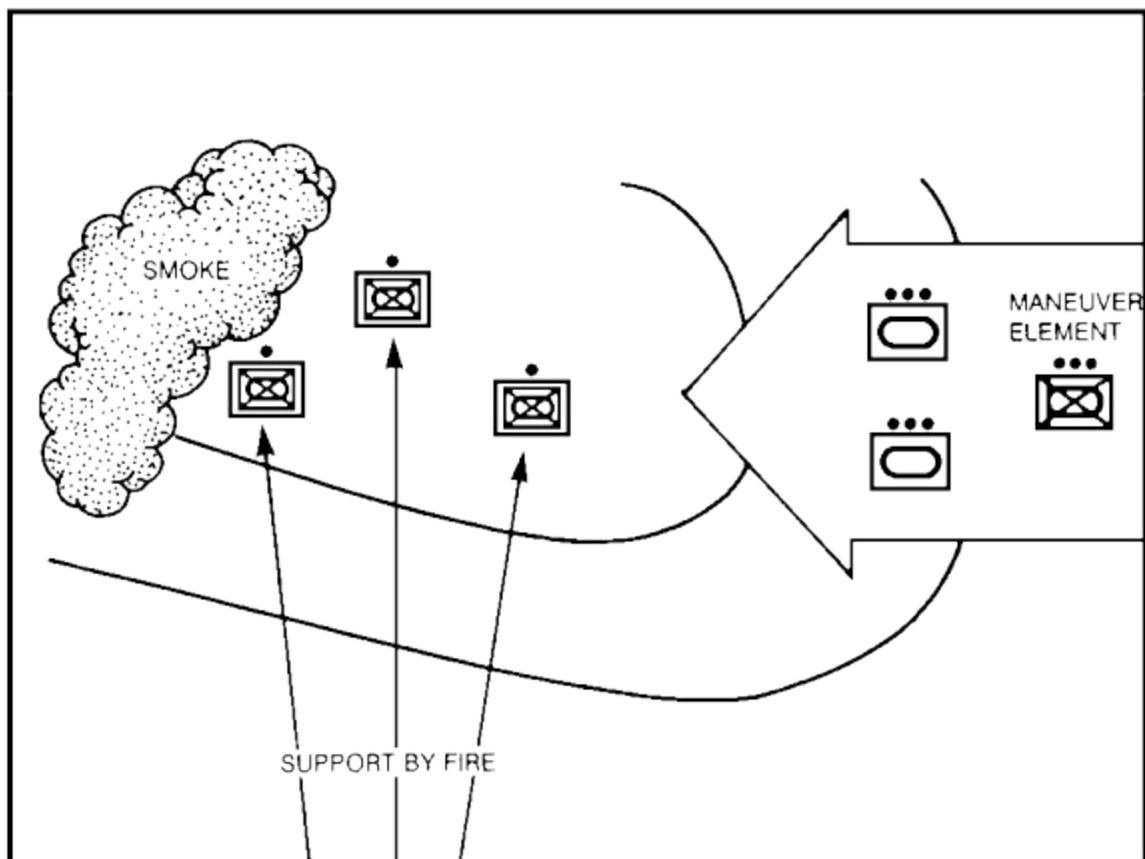
Movement by Bounds. When enemy contact has been established or when enemy forces are known to be in the immediate vicinity, you should move by bounds. Movement by bounds increases security, but

reduces the speed of the advance. However, when you move by bounds, move as rapidly as the terrain permits. Your tanks remain stationary the minimum time necessary to support the advance of other tanks and BFVs.

FIGURE 34. PLATOON BOUNDING SECTIONS.

Note: The company team normally bounds by platoons but the terrain or enemy situation may occasionally require platoons to bound by section

When you cannot move rapidly in mass and the terrain and enemy dispositions require that movement of some tanks be covered by other tanks or BFVs, you must move by bounding overwatch. Normally, bounds are made by platoons. Although sections move by bounds less often, platoons must be thoroughly trained to bound by section if necessary.

FIRE AND MOVEMENT

Fire neutralizes, suppresses, demoralizes, and destroys those enemy forces it can reach. Movement brings this firepower into positions from which it extends and completes its work of destruction. Maneuver consists of fire and movement. Fire, direct and indirect, placed on the enemy to reduce his capability to interfere with friendly moving elements is a base of fire. The base of fire permits the forward movement of friendly forces and suppresses enemy direct-fire weapons.

The base of fire and overwatch are not synonymous terms. The overwatch element can observe the friendly movement and respond with immediate suppression of enemy positions that engage the

moving element. If no enemy is visible or engages the moving force, the overwatch element does not necessarily fire.

The base of fire actively suppresses an objective with direct and indirect fire. The base of fire always fires at the objective to support the moving unit's assault.

The base of fire for a company team is determine by the task organization of the team. Tank-heavy teams use tanks to build the base of fire. Mech-heavy teams may have to use BFVs to support the mounted movement by fire. When using the BFV as the base of fire, you should consider two possible disadvantages. The first is a slow time of flight for the TOW missile when engaging bunkers or tanks, and the second is that BFV dismounted infantry squads have difficulty joining the battle. The 25-mm chain gun is an excellent suppressive weapon against all but enemy tanks. In most circumstances, when enemy tanks are present, a tank is a better suppression weapon than a BFV.

FIGURE 35. TANKS LEADING DISMOUNTED INFANTRY WITH BFVs PROVIDING THE BASE OF FIRE (OVERWATCH).
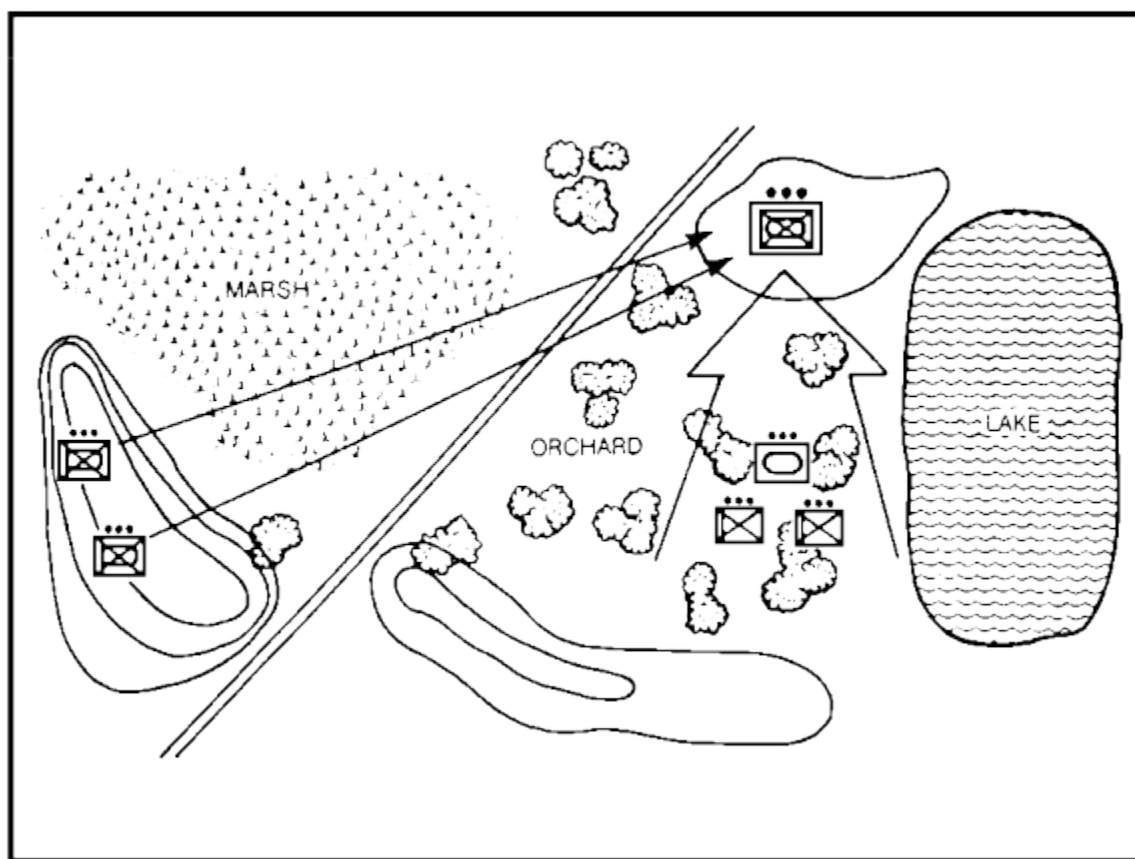

The maneuver force normally does not advance beyond the effective supporting range of the base of fire. To allow continuous support, the maneuver and overwatch elements switch roles, or the overwatch element displaces forward by bounds keeping in supporting distance of the maneuver element as depicted in Figure 36.

FIGURE 36. MANEUVER AND OVERWATCH ELEMENTS SWITCH ROLES.
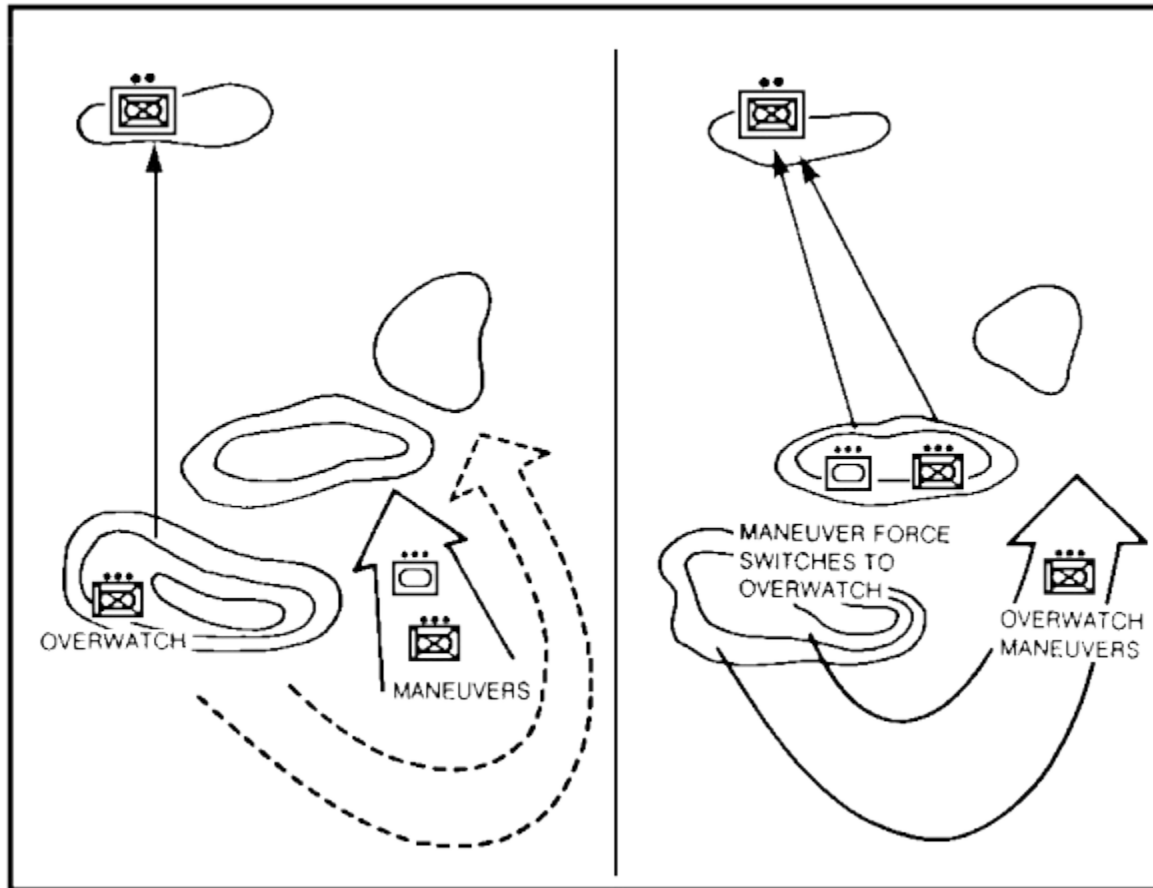
Normally, the base of fire element moves forward on order after the objective has been occupied by the maneuver force. In very fluid situations, it may be necessary for the two elements to alternately fire and move, each supporting the other. (See Figure 37.)

FIGURE 37. OVERWATCH DISPLACES BY BOUNDS.
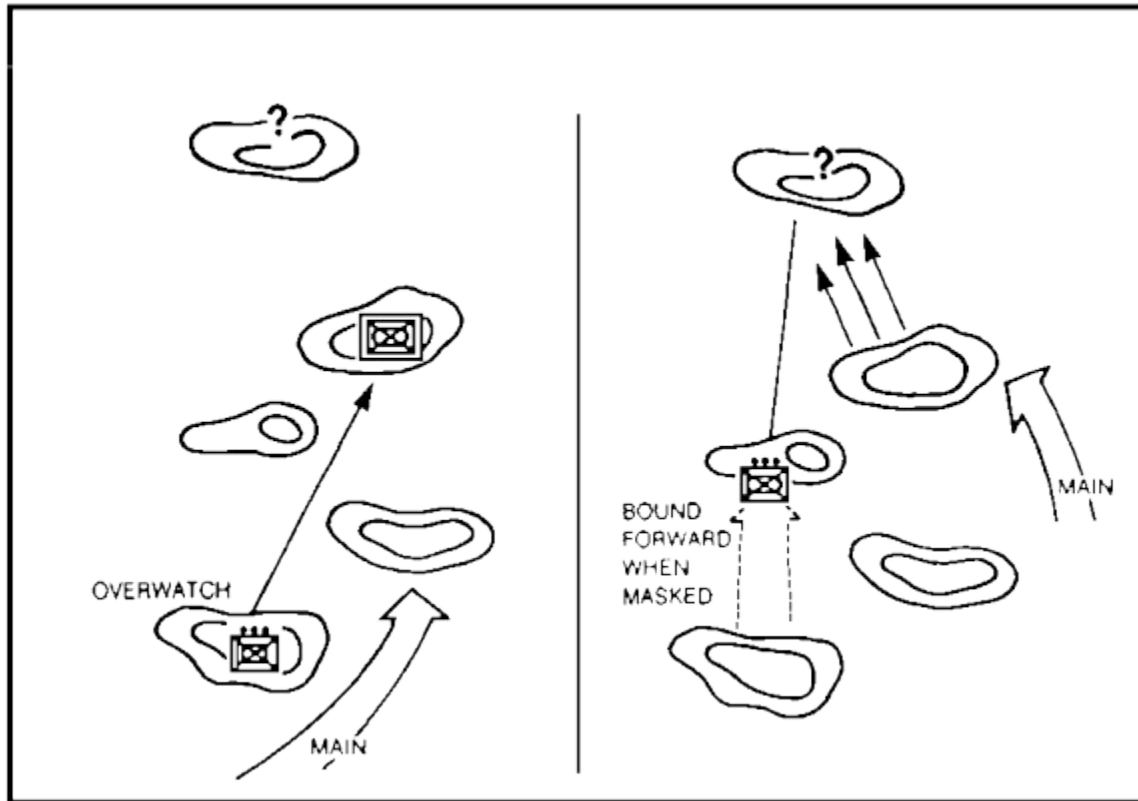
Common Considerations:

● The moving force should neither mask overwatching fires nor move outside their protective umbrella.

● The overwatch element should--

 ● Provide protection to the moving force by observation and the ability to call indirect fires as well as by providing direct fires.

 ● Be controlled by one individual to facilitate control and distribution of fires. He must have direct communication with the maneuver force.

 ● If possible, cover the flanks and rear of the moving elements as well as to its front.

 ● Have covered and concealed positions.

● The movement element must also observe to the flanks to acquire enemy weapons that might engage its flank(s).

● Normally, you accompany the moving element; your XO controls the overwatch element.

● The moving elements should all use one radio net to facilitate control. The overwatch element should do likewise.

● Engineers, if available, accompany the maneuver element to breach obstacles and destroy fortified positions.

● Air defense systems, if available, are with the overwatch element.

SUMMARY

REMEMBER that suppression is the key to movement.

HOW TO ASSAULT

The assault is the actual overrunning and setting of an occupied enemy position. The assault is either mounted or dismounted. The assault may be conducted by the team moving in mass or by use of fire and movement.

Mounted assaults are conducted against a moving enemy force or where the enemy's defenses are weak and can be suppressed. Tanks lead followed by the BFVs. BFVs protect against dismounted infantry and provide suppression to the flanks. The assault force moves through to the far side of the objective as rapidly as possible. Infantry dismounts to mop up resistance and clear the objective.

FIGURE 38. DISMOUNTED ASSAULT SUPPORTED BY TANKS AND BFVs.
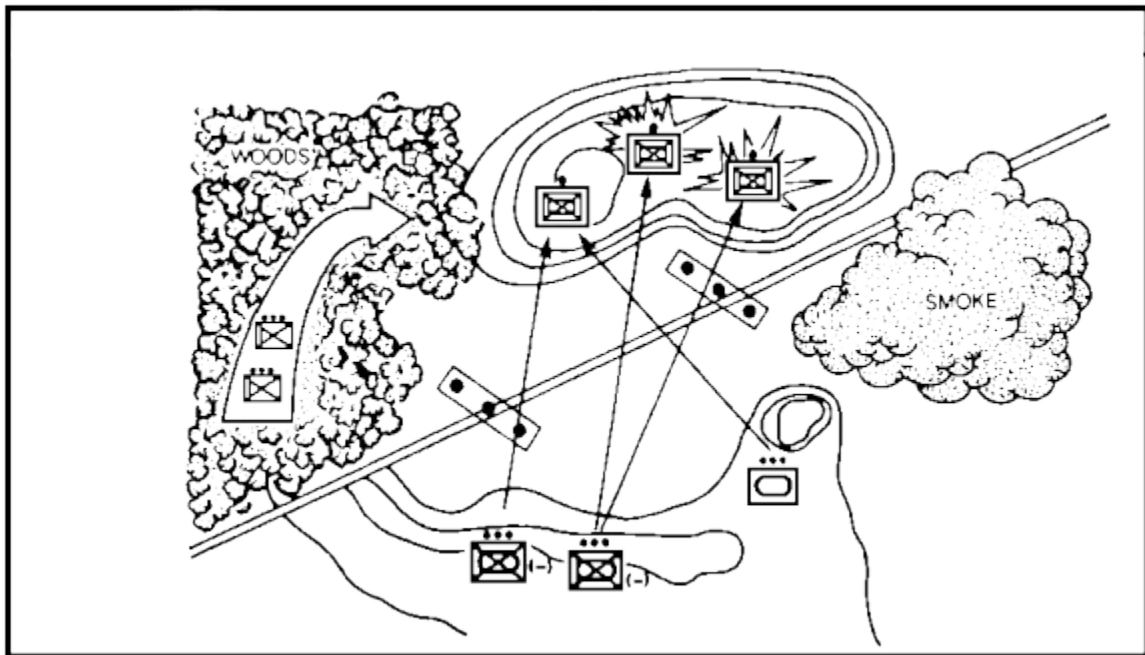
A dismounted assault is conducted by infantry supported by tanks and BFVs. The dismounted assault is required when obstacles and enemy antitank fires preclude tank assault or when the enemy's defenses and terrain provide good dismounted approaches. The dismounted infantry clear the enemy or obstacles as quickly as possible to allow the tanks to move forward. Considerations for this type of attack are:

● Indirect fires are moved just ahead of the dismounted force.

● Coordination between the dismounted infantry and overwatching tanks and BFVs is difficult. Colored smoke, use of flares (for thermal sights), and other measures are used to designate targets and shift supporting fire forward of the infantry are critical.

An assault is most often conducted with tanks, dismounted infantry, and BFVs. Your infantry moves mounted as far forward as tactically feasible. Dismounting them too early slows down the assault and increases their exposure to small arms and indirect fires that the tanks and BFVs will attract. Dismounting infantry too late exposes tanks, BFVs, and their infantry to destruction by handheld antitank weapons. Key considerations for effective assaults are:

- The assaulting force must detect and destroy enemy antitank systems. Modern defenses are built around antitank systems with dismounted infantry positioned to protect the antitank systems. Neutralization of the defender's antitank weapons is the key to an effective assault.

- Assaults across skylines or through open areas should be avoided. If open areas must be traversed, smoke can assist in concealing the movement.

- Two other indications of danger are destroyed--friendly vehicles and defiles. Destroyed vehicles usually indicate an enemy engagement area or fire trap. Defiles through choke points or obstacles are frequently covered by fire.

- All-round security must be maintained. Because of the considerations cited above, you must expect and react to enemy fire from any direction. The natural tendency is to focus on the direction of movement and the assigned objective.

- Maintain mutual support between tanks, BFVs, infantry, and fire support. Attack to isolate the defender form his support. As much as possible, you should attack only one or two enemy weapon positions or part of a dismounted infantry defensive position at a time. Other supporting enemy positions are fixed by company or task force elements.

- A balance between speed and synchronization must be maintained. Moving too slowly allows the enemy to reposition and adjust to defeat your attack. Moving too fast can destroy the synchronization of your attack and be equally damaging to success.
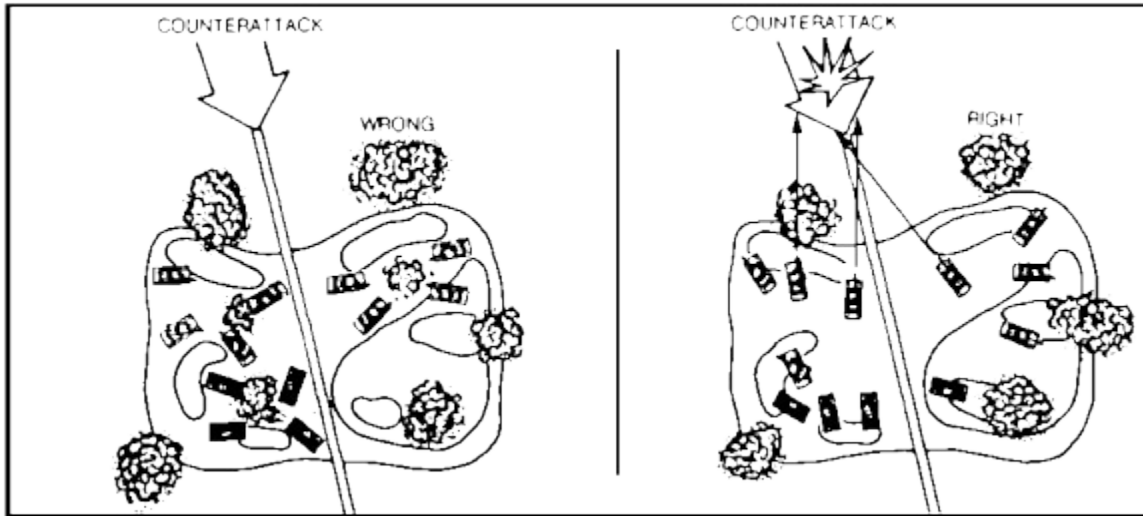
CONSOLIDATION ON THE OBJECTIVE

The actual occupation of the objective is a critical time. You have totally destroyed the enemy or he has surrendered. Your control is most difficult at this time. This is also the time when an aggressive enemy will deliver a carefully planned and coordinated counterattack.

You should assigned a sector to each platoon in your attack plan. As soon as the assault is complete, each platoon should move quickly to its assigned sector and take up a hasty defensive position. The company prepares to hold the objective against enemy counterattack or continue the attack, depending on the mission.

If the enemy counterattacks to regain the objective, normal defensive action is conducted. The measures taken against enemy counterattacks are planned before the attack and included in the attack order.

FIGURE 39. CONSOLIDATION OF THE OBJECTIVE.

REORGANIZATION ON THE OBJECTIVE

Reorganization must be rapid yet thorough. Each platoon leader reports his casualties, ammunition expenditures, fuel status, and vehicle status to you and your XO. The XO or 1SG passes it on to the task force. These reports must be rendered at the earliest possible moment since they contain information needed in subsequent planning and orders.

If personnel losses are heavy, crew and squad members are reassigned. Survivors of vehicles which were damaged during the attack move to the objective where they temporarily replace casualties.

Ammunition is redistributed from disabled vehicles. The maintenance section makes such repairs as the time available will allow.

The commander is responsible for the evacuation of--

- Wounded personnel, both friendly and enemy, in his zone of action.
- Intelligence information, maps, and so forth.
- Disabled vehicles.
- Prisoners of war.
- KIAs.

If the attack is to be continued, the reorganization should not be considered a lengthy affair. This gives the enemy no opportunity to rally. Necessary FRAGOs issued updating the attack plan.

Learning Event 6:
LIMITED VISIBILITY OFFENSIVE OPERATIONS AND TEAM ROLES IN THE REDUCTION OF A FORTIFIED STRONGPOINT

Limited visibility attacks are conducted to--

- Achieve surprise.

- Avoid heavy losses.

- Exploit success and maintain momentum.

- Keep pressure on the enemy.

- Exploit our advantage in night vision devices.

The techniques for the night attack (with slight modifications) apply to attacks when visibility is reduced by other conditions.

A night attack may be nonilluminated or illuminated. In either case, illumination is always planned. The attack may start nonilluminated and end illuminated. Normally, the task force commander decides which method to use or when to illuminate; on occasion this decision could be made by the company team commander, if the tactical situation warranted it. Sources of illumination may be hand-fired flares, grenade launcher illumination rounds, artillery and mortar illumination rounds, or aircraft flares. Night sights and night vision devices are used to aid movement and control.

The company team may conduct either a mounted or dismounted night attack. A mounted attack is normally conducted to maintain the momentum of the attack against enemy forces occupying hastily prepared positions. A dismounted night attack is normally conducted to achieve surprise.

To conduct a night attack by stealth, the commander must have detailed intelligence about the enemy. Preparations may take several days. Sometimes the attack can be made by stealth to a point and then illumination used the rest of the way. For example, the enemy may have obstacles to the front of his positions that can best be cleared or breached before using illumination. Suppressive fire is placed on the enemy to cover breaching operations. Illumination is used as needed.

Control of platoons and weapons is much more difficult at night. Strict light and noise discipline is required.

- Control measures are more restrictive when visibility is limited.

  - Assembly area. Smaller and closer to the LD than for a daylight attack.

  - Attack position. Routinely used for a night attack, preferably in defilade and easy to enter and exit; usually the last available covered and concealed position.

  - Line of departure (LD). Same as in daylight.

  - Point of departure (PD). The exact place where the company team crosses the LD. The company team will normally cross using the traveling technique. There may be more

than one PD. It should be easy to identify. If necessary, guides should be posted to help with control.

● Release point (RP). During a dismounted night attack, each company team commander releases control of his infantry platoons to the platoon leaders at the platoon RP. Each platoon leader releases control of his squads to the squad leaders at the squad RP. RPs are far enough back to let units deploy before they reach the probable line of deployment (PLD).

● Direction of attack. Same as used in daylight.

● Axis of advance. Same as used in daylight.

● Route. During a dismounted night attack, the company team commander normally picks the route from the company team RP or assembly area to the platoon RP. Each platoon leader picks the route from the platoon to the squad RP. Guides may be used to help in the movement from the RP to the PLD.

● Probable line of deployment (PLD). The PLD is the place from which the company team conducts the assault if enemy contact has not already been made. It should be as close to the objective as possible on an easily identifiable terrain (such as road, trail, or woodline).

● Objectives. Same as used in daylight.

● Limit of advance. The battalion task force commander or the company team commander establishes a limit of advance to help control his attack and prevent assaulting elements from being hit by friendly fires (fratricides).

This limit should be easy to recognize during limited visibility. It should be far enough beyond and to the flanks of the objective to give security elements space to perform their mission. Fire support elements can engage enemy forces beyond this line without clearance from the supported unit.

● Formations and movement techniques. The commander decides what the company team formation will be and whether tanks or infantry will lead. Each platoon's formation depends on its position in the company team formation, the terrain, and the enemy situation.

The company team may cross the LD in column with platoons in column when--

● Visibility does not permit any other formation.

● Distance to the objective is great.

● Early contact with the enemy is not expected.

If the company team is in contact with the enemy and the distance to the objective is short, the LD may be the PLD. In this case, the company team crosses the LD/PLD on line, with the platoons also on line.

The distance between platoons is based on the visibility, terrain, and any other factors that affect control. Since visibility is poor, the company team normally moves either by traveling or by traveling overwatch. Bounding overwatch is difficult to do at night, even with the help of night vision devices.

● Both direct and indirect fires are planned as in daylight attack. However, these fires are not delivered until the company team is ready to assault or is discovered by the enemy, if the emphasis is on stealth. Some weapons may fire before the attack and keep up a pattern to deceive the enemy or to help cover the company team's movement with noise. This will not be done if it discloses the attack.

   ● Indirect fire is more difficult to adjust when visibility is poor. If doubt exists about exact friendly troop locations, indirect fire is directed at enemy positions beyond the objective and then walked onto the objective. Illumination rounds, fired to burn on the ground, can be used to mark objectives and keep the company team oriented.

   ● Smoke is planned to further degrade the enemy's observation, and yet not restrict friendly movement or hinder the breaching of enemy obstacles. Smoke is not used on the objective during assault because it would obscure enemy positions.

   - Illumination is always planned for a night attack. That gives the commander the option of calling for it if he needs it. The task force commander normally controls illumination but may authorize the company team commander to call for it when needed. If the commander decides to use illumination, it should not be called for until the assault is initiated or the attack is detected. It should be placed on several locations over a wide area to confuse the enemy as to the exact place of the attack. It should also be placed beyond the objective to help assaulting elements see and fire at withdrawing or counterattacking enemy troops. Once used, illumination must be continuous because attacking elements will have temporarily lost their night vision. Any break in illumination may also reduce the effectiveness of suppressive fire. Squad, section, and platoon leaders do not use hand flares before the commander has decided to illuminate the objective.

● In severely reduced visibility, the stabilized guns of the tanks and BFVs may be used as navigational aids. The guns can be pointed on a predetermined azimuth before movement, then the stabilization system turns on. As the vehicle moves, the gun will always point in the same direction. It is only necessary for the driver to follow the gun tube for the remainder of the route.

● Consolidation at night presents special difficulties. It is very easy to miss enemy on or near the objective, especially if the objective is large. Dispersion between vehicles and soldiers must be less than in daylight to ensure mutual support. Leaders must physically check each vehicle's/soldier's fighting position and ensure that OPs are established. It is especially important to coordinate face to face the tie-in of adjacent platoons and companies. Because of these inherent difficulties, the exhaustion of team members, and the probability of enemy counterattack at first light, stand to is critical. The team must be awake, alert, and ready to adjust positions, recheck the objective, and defeat an enemy counterattack at first light.

One of the greatest dangers to a night attacker comes from friendly fires. Improving gunner vehicle ID skills can help. Some techniques that can be used include--

- Lateral coordination before and during the battle. Find out where units on your right and let will be, what formation they will be in, and their exact routes. Find out the same about the units to your front (normally the scouts), and the units to your rear (those providing you with overwatch). Make sure that they know the same about you. During movement keep everyone informed of where you are and especially about any route changes or delays. Always watch for units getting ahead or behind; if they do, take appropriate action.

- Ensure understanding. Make sure all your leaders know this same information. Rehearse your attack over similar ground, at night if possible. Observe the rehearsals of your subordinates and conduct brief backs with each of your key leaders including any attachments.

- Tighten fire control. During night attacks, consider using weapons tight or even weapons hold, especially if friendly forces are to your front or in a known direction (such as weapons hold to the left. B company is attacking on our left).

- Tank thermal sights and weapons stabilization are useful in night navigation. The vehicle commander and gunner can aid the driver by using the sights to observe the terrain and talk to the driver along the route.

ASSAULT OF A FORTIFIED STRONGPOINT

The assault of a thoroughly prepared strong point is the most difficult of all offensive missions. Company teams generally do not assault fortified strongpoints by themselves. Attacks against fortified areas and strongpoints are extremely costly in terms of time, equipment, and casualties, and should be attempted only when there is not acceptable alternative.

A fortified position is attacked by a combined arms assault force consisting of tanks, mechanized infantry, field artillery, engineers, and tactical air when available. Special items of equipment and ammunition may be required.

The key differences that a company team commander should recognize and expect are:

- It is usually a dismounted infantry mission where tanks, BFVs, and other heavy supporting weapons fire from protected overwatch positions to cover the assaulting infantry.

- Tanks will still lead the mechanized infantry as close as possible to the objective.

- The actual assault is made by dismounted infantry. A properly prepared enemy fortified or strongpoint position will normally cause a mounted assault to be impracticable.

- The METT-T analysis could cause the company team to task organize below the platoon level (for example, an infantry platoon with an engineer squad attached). Where terrain is restrictive, a tank section might be OPCON and fully integrated into the mechanized infantry platoon's mission. This is an exception based on METT-T and not the rule.

The most obvious problem in overcoming a fortified strongpoint is overcoming the extensive obstacle belt(s) protecting it. Enemy obstacles, like our own, are usually covered by direct and indirect fires.

BASIC CONCEPTS FOR BREACHING OBSTACLES

Complex obstacles take time and engineer support to emplace and are designed to block major avenues of approach to deny key terrain to the attacker. Usually they form part of an enemy strongpoint defensive position. Company teams breach complex obstacles as part of a deliberate task force operation. As you approach the enemy, you may encounter his outer defensive obstacles in his security zone, particularly mines. You must carefully decide whether to bypass or breach the obstacle in stride. A bypass may lead into an enemy kill zone. A breaching operation may consume more time and result in casualties. If the obstacle is to be breached, the company team conducts a hasty (in stride) breach using the equipment on hand to maintain momentum or participate in a task force hasty or deliberate attack. Hasty (in stride) breaching is preferable to forcing a way through an obstacle, but less desirable than bypassing.

If the necessary equipment is not available, you may have to force your way through the obstacle or move back to a hasty defensive position until a deliberate breaching operation can be started. Although not a desirable breaching method, you may have to bull through the obstacle to complete your mission. In doing this, you must direct a vehicle or personnel to breach a lane. The most expeditious and least costly way to force a breach in a minefield is to use minerollers and plows. Any solution is preferable to bogging down in front of an obstacle and taking casualties from direct and indirect fires.

Your reconnaissance will dictate whether you attempt a hasty (in stride) breach with your mechanized company team or report the requirement for a task force deliberate breach.

A successful hasty (in stride) breach depends on speed and surprise to overcome the obstacle before the enemy can focus his defense to defeat you. Armored vehicles roll through and over wire obstacles without stopping. When wire and mines are integrated, grappling hooks can tear away the wire, quickly followed by mine plows and rollers to clear and path through the unexploded mines. Unless you infiltrate an obstacle and breach it by stealth, dismounting soldiers to breach obstacles is both risky and time consuming. While your hasty (in stride) breach is occurring, the rest of your team deploys on the flanks suppressing known or suspected enemy positions. Once the obstacle is breached, your team surges through, overwhelms the remaining enemy and continues the offensive movement. In conducting a hasty (in stride) breach, the company team organizes internally to perform the same functions as the task force performs in conducting a deliberate breach. That is to say the company supports the breach with suppressive fire, breaches the obstacle, and assaults through to the other side. The determination of when the company team can effect a hasty (in stride) breach and when the task force must organize a deliberate breach is a function of METT-T. The more elaborate the defenses, the more organization, effort, and combat power is required to overcome them.

In the task force plan, usually your company team is only required to perform one of the three major missions: support force, breaching force, or assault force. FM 90-13-1 provides additional information on counter-obstacle operations.

THE SUPPORT FORCE

The support force leads in the movement to the obstacle. The essential capability of the support force is effective, long-range, direct-fire suppression of enemy defensive positions. The support force is tank-heavy and includes available antitank units, the mortar platoon, and air defense weapons.

The support force forms the base of fire for the breaching operation, overwatches the other elements, and gains fire superiority over enemy direct-fire weapons. It also provides air defense coverage using attached air defense weapons and its own small-arms and automatic weapons. If the support force cannot do these things, the obstacle breach will fail.

THE BREACHING FORCE

The breaching force follows the support force to the obstacle, passes around or through the overwatch position, and begins to clear a lane through the obstacle. The essential capability of the breaching force is the reduction or removal of obstacles. The breaching force is engineer and infantry heavy and includes all available specialized breaching equipment such as CEVs, AVLBs, MICLIC line charges, mineplows, minerollers, and so forth.

The breaching force cuts through the obstacle opening lanes in each successive layer of the obstacle. Minefields are breached using the equipment available beginning with the line charge to detonate mines. The mineroller proofs the passage for the assault force. CEVs and AVLBs are used as necessary to destroy obstructions and bridge gaps/ditches. The breaching force operates under obscuration to maintain the momentum of the attack. When necessary, the breaching force may follow and reinforce the assault force.

THE ASSAULT FORCE

The assault force follows the breach force in the movement to the obstacle. The assault force must be able to move rapidly through the obstacle on the lanes created by the breach force. The assault force then attacks to destroy enemy forces defending the obstacle. It continues the attack to either expand the lodgement and roll up the enemy flanks or pushes on deep into the enemy rear depending on its mission. The primary requirements for an assault force are mobility and firepower. The composition of the assault force depends on the nature of the enemy defense and the terrain. It is infantry heavy when assaulting an enemy strongpoint, tank heavy when facing a mobile enemy defense.

ASSAULT CROSSING OF OBSTACLES

Suppression. Suppression of enemy direct-fire defenses is the problem of the support force. It has a difficult task because it must be able to put direct fires on enemy positions, adjust indirect suppression, and smoke from artillery and mortars, as well as provide air defense coverage in the assault crossing area. Its positions are normally under enemy observation, at least initially, and receive enemy defensive fires as a result. The support force must take up positions that leave the way clear for the breach and

assault elements yet allow the support force to perform its mission. Ultimately, the support force will follow the other elements through the breach and rejoin the fight on the other side.

Obscuration. Smoke or natural obscuration are imperative in assault breaching unless enemy defenders are totally destroyed or suppressed by the support force. Specialized engineer equipment and dismounted engineers and infantry are extremely vulnerable to enemy direct and indirect fires which he will have registered on his obstacle. Obscuration seriously complicates command and control of the breach force and tends to slow and confuse the separate elements of the breach force. It may also make direct fire from the support force impossible. Thorough training, preparation, and rehearsal can overcome these difficulties and permit the breaching force to maintain direction, cohesion, and momentum.

Security. Ideally, the obstacle is breached after securing the far, or enemy, side. Friendly forces can reach the far side of the obstacle by infiltration, bypass, air assault or minor breach. Elements on the far side of the obstacle are part of the support force, operating under the breach force commander. They secure the exits of the breach and assist in suppressing enemy fire. Usually, however, security must be provided by the fires of the support force alone operating on the friendly side of the obstacle.

Reduction. Reduction of the obstacle is the most complicated part of the assault crossing. As the breach force commander, you are located well forward to see the action and control events.

As the breaching force moves forward, you will place obscuration and suppressive fires on the objective area and on the antitank ditch and berm. Shift the fires to the enemy fortifications and emplacements once your soldiers have breached the minefield(s). To clear the trenches and bunkers of defending enemy infantry, you should use VT and delay-fuze settings.

In most cases, one of your platoon leaders will control the mineroller and plow tanks from a close-in position. The mineroller tanks lead the initial columns of your breaching force. The mineroller tanks move in a vee formation about 75 to 100 meters lateral dispersion. The third mineroller tank, towing an M173 projected demolitions charge or MICLIC, will follow centered and to the rear approximately 100 meters. The two forward mineroller tanks check for an irregularly shaped minefield. The breach should occur at the narrowest part of the minefield to facilitate crossing. The mineroller tank towing the MICLIC may carry an engineer to help operate the line charge. The MICLIC mineroller tank also acts as a backup should one of the lead mineroller tanks be halted. Each of the mineroller tanks will carry a distinctive pole and marker flag/pennant. The pole and pennant is used to mark the forward edge of the minefield.

When the mineroller tank pulling the MICLIC demolition charge is in place, the loader fires the MICLIC charge from inside the tank. The demolition charge is detonated, creating a gap 8 x 100 meters.

Since the flight path of the line charges are erratic, a second projected demolition charge is not normally used to further any breaching. Instead, the roller tanks continue from the end of the existing breached area forward after proofing the line charge breach lane. The roller tanks follow a staggered path so that one of the rollers on the second tank moves in a path between that of the rollers on the first tank. This procedure does not guarantee destruction of 100 percent of the mines because the rollers will

not cover all the ground between the lead tank's tracks. The area rolled, however, will allow relatively safe passage of other vehicles such as BFVs, which are not as wide as tanks. Engineers will be required to manually clear this area afterwards.

If there is an antitank ditch, the mineroller tank(s) move forward making sure a path is cleared all the way to the edge of the ditch. The platoon leader remains at the entrance of the minefield, providing overwatch. Mineplows immediately assume the mission of the roller tank(s), if is knocked out.

While the mineroller (or mineplow) tanks are proofing the path through the minefield to the antitank ditch, the engineers move behind them to mark the edges of the breach. The engineers move to the edge of the antitank ditch on the path cleared by the tanks, check for booby traps, and assist in providing suppression on the berm.

While the tanks and engineers are negotiating the minefield, you should move to a location to control and, if necessary, lead an assault against initial enemy security positions. This position is situation dependent; however, it should be close to the breach site (200 to 300 meters). You are responsible for the traffic flow into the area around the breach site and must make sure a build-up area does not occur and that vehicles and personnel enter and exit the area swiftly without stopping. Vehicles and personnel remain dispersed to prevent becoming lucrative targets for massed fires.

FIGURE 40. MINE-ROLLER TANKS LOCATING MINEFIELDS.
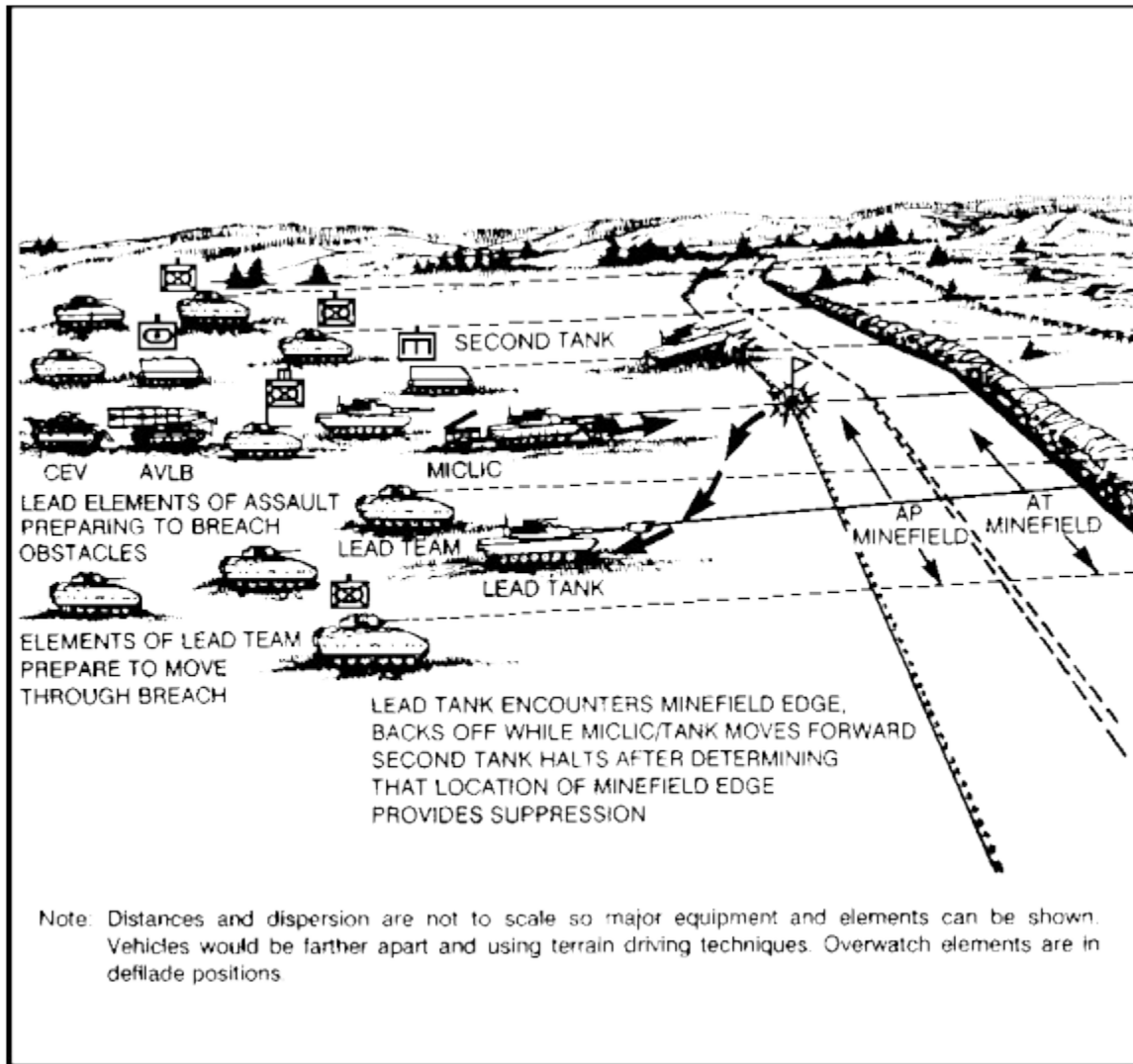
When the mineroller tanks have found the edge of the minefield, the mineroller tank with the line charge will move forward. The first mineroller tanks back up approximately 5 1/2 tank lengths (approximately 50 meters). The mineroller tank with the MICLIC moves on line 50 to 60 meters from the edge of the minefield. The length of the anchor line connecting the demolitions charge to the MICLIC sled is 64 meters long. The combined length of the mineroller, tank, and the MICLIC tow cable is 16 meters; therefore, it is necessary for the front edge of the mineroller to be 50 meters back from the edge of the minefield. This standoff allows the anchor line to overlap the estimated edge of the minefield.

FIGURE 41. MINE-ROLLER TANK WITH MICLIC.

Mine Roller Tank with MICLIC

47 m

13 m

DEMOLITIONS CHARGE

ANCHOR LINE

60 m
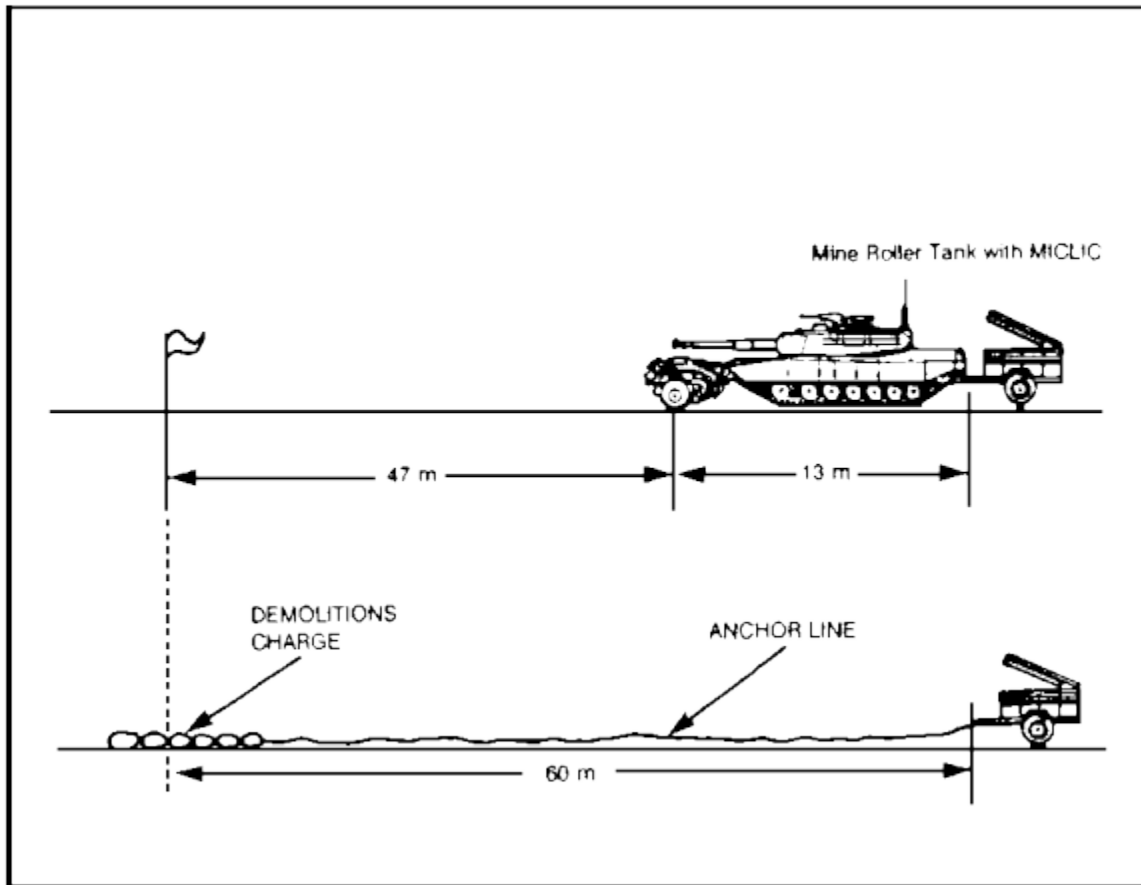
As soon as the engineers begin movement into the minefield, your lead infantry platoon follows them. Initially, one mounted squad and the platoon leader remain at the entrance to the minefield breach to provide overwatching fires. Two infantry squad vehicles then move to a location behind the engineers and dismount their rifle teams. Rifle teams move across the antitank ditch and clear the berm to the sides of the proposed crossing site. The squad vehicles pull back behind the roller tanks.
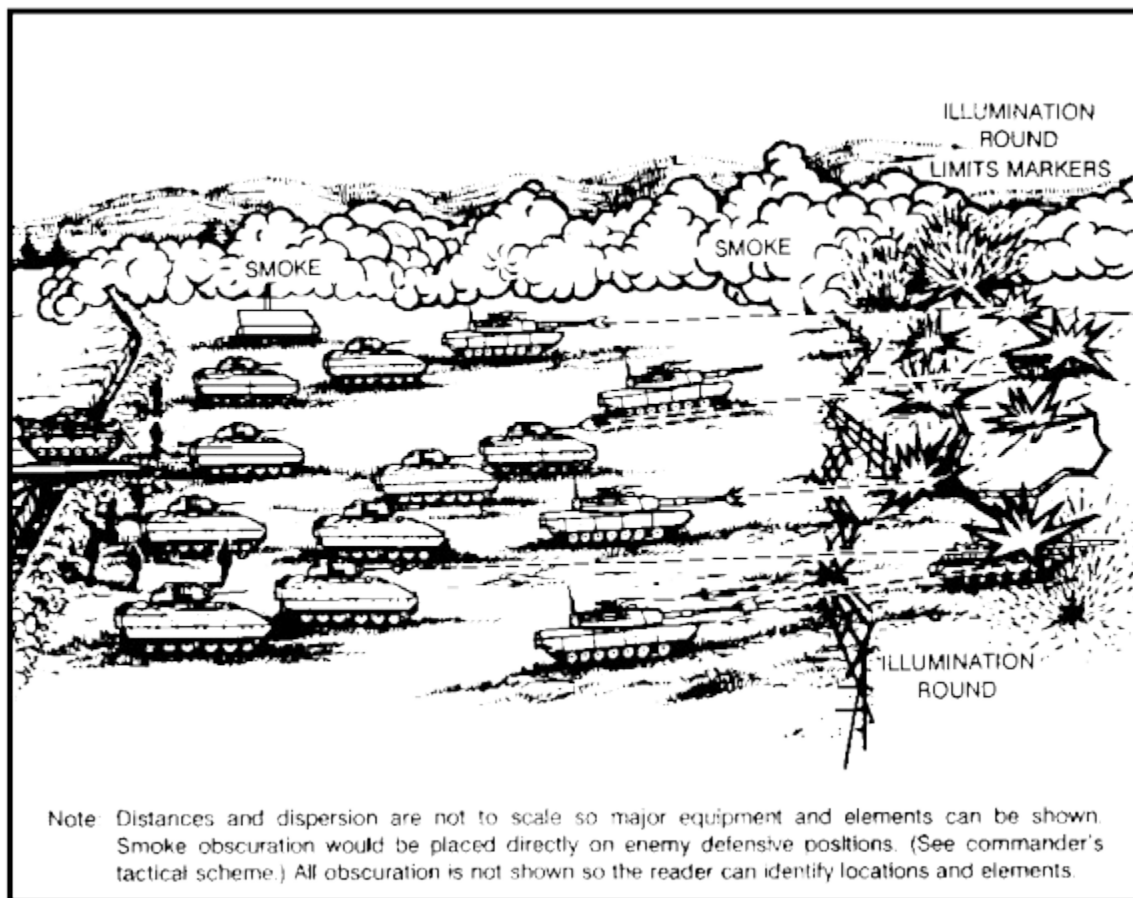
While the crossing site area is being cleared of enemy infantry, the AVLB is signaled forward and directed into position by the engineer leader. The bridge is emplaced and the AVLB launcher withdraws completely out of the minefield.

The overwatching rifle team that remained at the entrance to the breach now moves through the minefield breach on foot to the crossing site to assist in securing the berm.

The first vehicle to cross to the other side is a mineroller tank followed by the platoon leader's tank, which immediately engages any targets identified by the infantry securing the crossing site on the antitank ditch berm. Infantry platoons not involved in securing the berm cross the ditch and move directly toward their dismount point. BFVs are firing with 25-mm chain gun and coaxial machine gun fire to destroy enemy security positions and secure the far side of the breach. They are reinforced by the platoon that secured the berm as soon as possible. Should the mineroller tank leading the assault group on the far side of the antitank ditch encounter another antitank minefield, it continues to breach a gap in the newly discovered minefield.

**FIGURE 42. BREACHING FORCE MOVING THROUGH BREACH
INTO ASSAULT OF SECURITY POSITIONS.**

Note: Distances and dispersion are not to scale so major equipment and elements can be shown. Smoke obscuration would be placed directly on enemy defensive positions. (See commander's tactical scheme.) All obscuration is not shown so the reader can identify locations and elements.

The CEV is also called forward by your engineer platoon leader to demolish logcribs, abatis, and similar obstacles. If not needed for this purpose, its dozerblade is employed to backfill the ditch adjacent to the bridge. Once this is accomplished, it moves to any additional lanes breached by the engineers and fills the ditch at those locations.

The individual in charge of the lane through the minefield (usually the battalion XO), ensures the steady flow of traffic through the breach site by positioning himself in a location where he can observe and control actions at the site.

ASSAULT OF THE ENEMY TRENCHLINE

Often a complex obstacle protects an enemy strongpoint. The reduction of a strongpoint is a time-consuming, costly business undertaken only when there is not alternative. Once through the obstacle, the assault on the strongpoint continues. This is the mission of the assault force.

As the lead elements of the breach force are closing on the enemy's security positions on the far side of the antitank ditch, the assault force crosses the breach site and moves through the breach force into the assault.

If you are the assault force company commander, you will accompany the first infantry platoon in the assault on the fortifications. By being well forward, you can influence the battle and ensure all efforts are coordinated. Because of its peculiar signature as a command and control vehicle, your FIST vehicle remains on the near side of the breach until the platoons have all crossed. The company FSO will move where he is able to observe and adjust indirect fires on the objective. Artillery illumination rounds may be placed on the objective--either in daylight or reduced visibility conditions--to assist in control of the assaulting elements and to ensure that they attack the proper objective. The illumination rounds provide an easily visible reference point on which to guide. The objective may be bracketed with two or more illumination rounds allowing for visual guides for each assault element to assist in accurate adjustment of indirect fires and placement of direct fires through battlefield obscuration.

Once your company has crossed to the far side of the, antitank ditch and is moving on the objective, they prepare to breach the final set of obstacles in front of the main defensive fortifications. Tanks and infantry BFVs move directly through/over the wire. Infantrymen remain mounted to preclude hitting any antipersonnel mines emplaced directly in front of the enemy positions. Once over the close-in protective wire, infantrymen immediately dismount and begin the assault on the trenches. The BFVs should move as close to the trenchline as possible before dismounting the troops.

Clearing the trenches and bunkers of the strongpoint is small-unit action conducted by teams, squads, sections, and platoons. Tanks suppress weapon positions and maneuver to prevent terrain or friendly troops from masking their fire.

Lesson 2

Practice Exercise

Instructions The following items will test your understanding of the material covered in this lesson. There is only one correct answer for each item. When you have completed the exercise, check your answers with the answer key that follows. If you answer any item incorrectly, review that part of the lesson which contains the portion involved.

SITUATION

As a commander, you must plan your offensive concepts using tanks and mechanized infantry. You must also understand Threat defensive tactics, movement, and control measures as you conduct your movement to contact.

1. In order to pick the time, place, method of attack, and strike the enemy at the unexpected time and place, you must have the offensive characteristics of

    ○ A. Audacity.

    B. Flexibility.

    C. Concentration.

    D. Surprise.

2. The firepower of tanks, ITV, and BFVs are used in conjunction with supporting artillery, mortar, and close air support. When you mass fires, you

    A. Gain fire superiority over the enemy.

    B. Will facilitate the enemy maneuver ability.

    C. Place your security forces in a more advantageous position.

    D. Contain the overwatch element of the enemy force.

3. You must organize your force to maximize the capabilities of both your mechanized infantry and tanks. The role of the attached mechanized infantry in tank-heavy teams is to

    A. Provide mobile protected firepower to assist the team's advance.
    B. Assist the advance of your tanks.

    C. Clear paths for dismounted infantry through wire.

    D. Neutralize fortified positions with direct fire.

4. Threat defense that is utilized when the advance is going to be halted for more than a few hours, is

    A. Sector of defense.

    B. Deliberate defense.

    C. Hasty defense.

    D. Prepared defense.

5. Threat defenses are based on a series of mutually supporting defensive positions protected by mines and obstacles. The main strength of this defense comes from

    A. The collective strength of the mutually supporting positions.

    B. The strength of individual strongpoints.

    C. Rear security forces, reinforced with tanks.

    D. Massed firepower of tanks and antiarmor weapons.

6. The commitment of the reserve is the most critical decision of the task force commander. The reserve may be assigned to

    A. Maintain contact with leading units.

    B. Block a withdrawal.

    C. Protect intersections and bridges.

    D. Maintain freedom of maneuver of one platoon after contact has been made.

7. Movement to contact is an offensive operation, designed to gain or regain contact with the enemy. In conducting a movement to contact, you must organize in

    A. Three key elements, advanced guard, rear guard, and main body.
    B. Two successive elements, a security force and the main body.

    C. The main task and body guard.

    D. A forward task force and main body.

8. The assault of a thoroughly prepared strongpoint is most difficult of all offensive missions. The most obvious problem in overcoming a fortified strongpoint is

    A. Overcoming the extensive obstacle belt protecting it.

    B. The parallel obstacles near each alternate strongpoint.

    C. Breaching the entire strongpoint.

    D. Equipment and close support.